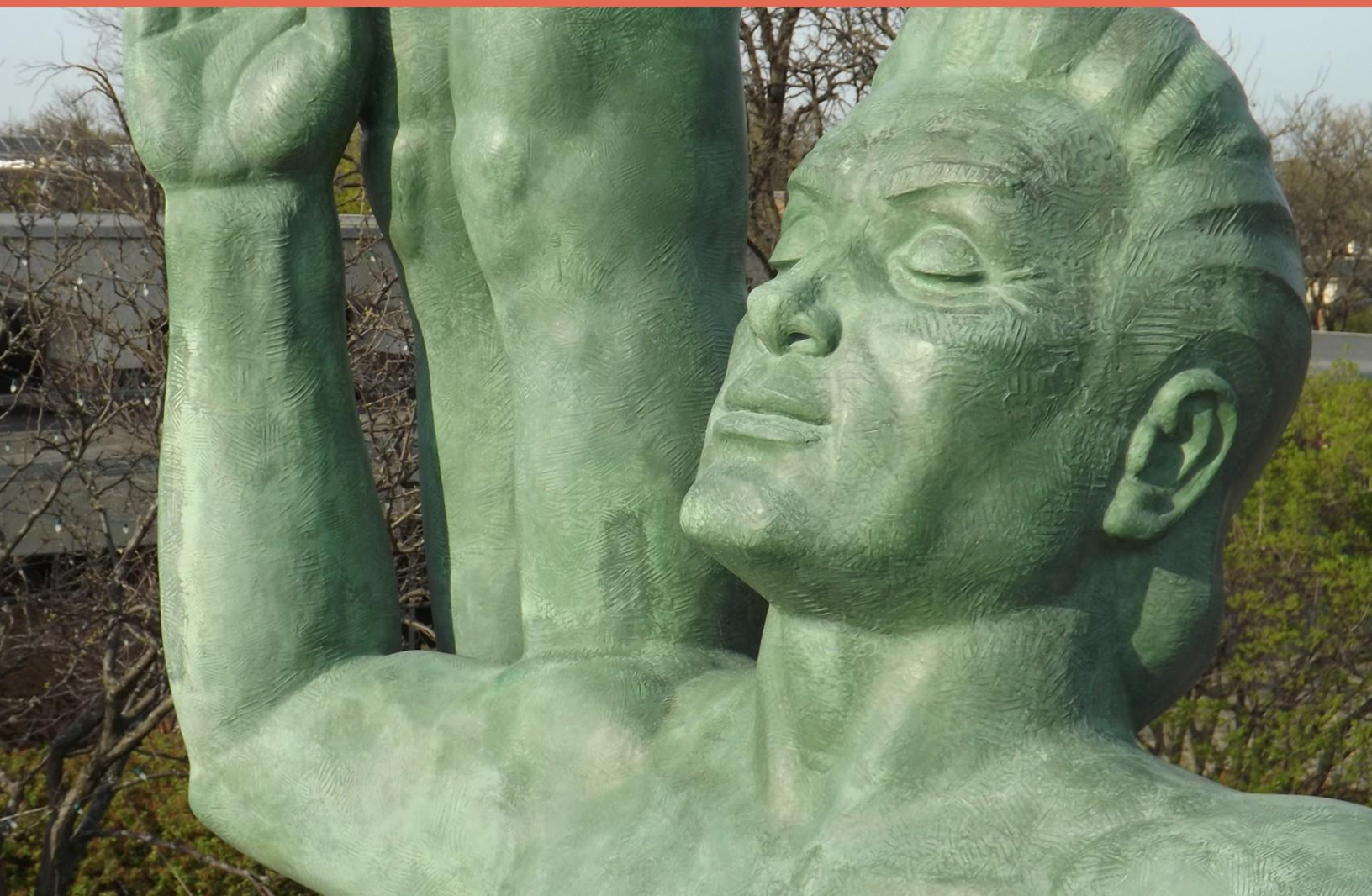


# **ADOPTED BUDGET**

FISCAL YEAR 2014-2015





City of Royal Oak  
Adopted Budget for  
**Fiscal Year 2014-2015**

**Mayor**  
James B. Ellison



**City Commissioners**

Kyle DuBuc  
Michael Fournier  
Peggy Goodwin  
David Poulton  
Jeremy Mahrle  
Sharlan Douglas

**City Manager**  
Donald E. Johnson

**Director of Finance**  
Julie J. Rudd

**Assistant Finance Director / Controller**  
Anthony C. DeCamp

## The City of Royal Oak's 47<sup>th</sup> Commission and City Manager

---



James Ellison  
mayor  
cmellison@romi.gov



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city commissioner  
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David J Poulton  
city commissioner  
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Michael Fournier  
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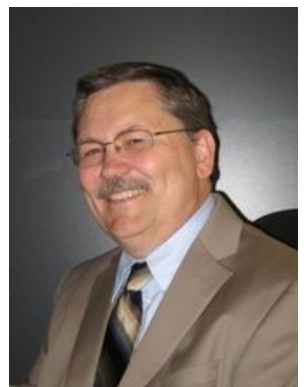
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Sharlan Douglas  
city commissioner  
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Donald E Johnson  
city manager  
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**City of Royal Oak**

211 S Williams Street  
Royal Oak MI 48067  
<http://www.ci.royal-oak.mi.us>

**Executive Directors**

Director of Finance – Julie Jenuwine Rudd  
City Attorney - Dave Gillam  
City Clerk – Melanie Halas  
Director of Human Resource - Mary Jo DiPaolo  
Director of Recreation & Public Service - Greg Rassel  
Chief of Fire – Chuck Thomas  
Chief of Police – Corrigan O'Donohue  
Treasurer – Sekar Bawa  
Assessor - James Geiermann  
Assistant Finance Director / Controller - Anthony C. DeCamp

**Department Heads**

Director of Community Development - Tim Thwing  
City Engineer – Matt Callahan  
Building Official - Jason Craig  
Information Systems Manager - Scott Newman  
Library Director - Mary Karshner  
Recreation Supervisor - Tod Gazetti

**44th District Court**

District Court Judge - Terrence Brennan  
District Court Judge – Derek Meinecke  
Court Administrator – Gerald Tarchala



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Royal Oak  
Michigan**

For the Fiscal Year Beginning

**July 1, 2013**

A handwritten signature in black ink, reading "Jeffrey R. Egan".

Executive Director

<b>Principal Officials .....</b>	<b>3</b>
<b>Budget Highlights .....</b>	<b>19</b>
Vision and Mission Statements.....	23
Goals and Objectives.....	24
Budget Resolutions.....	26
Budget Procedures .....	31
Budget Calendar.....	32
Basis of Accounting Chart .....	33
Financial Policies .....	34
Organizational Chart.....	42
<b>Financial Trends.....</b>	<b>49</b>
Taxable Value.....	50
City Millage Rate Comparison .....	55
Tax Allocation .....	56
State Shared Revenue .....	57
Interest Income .....	59
Debt Projections .....	60
<b>General Fund .....</b>	<b>63</b>
101.101 Mayor/Commission .....	68
101.136 44th District Court .....	70
101.151 Probation .....	73
101.172 City Manager .....	75
101.191 Elections .....	79
101.201 Finance .....	83
101.209 Assessing .....	89
101.210 City Attorney .....	94
101.215 City Clerk .....	98
101.226 Human Resources .....	102
101.248 General Administration .....	106
101.253 City Treasurer .....	107
101.265 City Office Building .....	112
101.266 Parks & Forestry .....	114
101.267 Building Maintenance .....	118
101.372 Ordinance Enforcement .....	120
101.400 Community Development.....	125
101.430 Animal Protection Services .....	131
101.443 Electrical .....	133
101.447 Engineering.....	135
101.448 Street Lighting.....	139
101.728 Economic Development.....	141
101.834 Cable Communications.....	143
101.835 Community Promotion .....	146
101.836 Woodward Dream Cruise.....	147
101.837 Arts, Beats, & Eats Festival .....	149
101.965 Transfers Out.....	150

<b>Special Revenue Funds .....</b>	<b>151</b>
202 Major Street Fund .....	152
202.467 Streets Maintenance .....	152
202.469 Streets Parkway Maintenance.....	154
202.472 Streets Winter Maintenance .....	155
202.473 Streets Traffic Control .....	156
202.474 Streets Signal Services .....	158
202.515 Administration .....	160
203 Local Street Fund .....	163
203.467 Streets Maintenance .....	163
203.469 Streets Parkway Maintenance.....	165
203.472 Streets Winter Maintenance .....	167
203.473 Streets Traffic Control .....	168
203.515 Streets Administration .....	170
207.000 Public Safety Fund.....	173
207.301 Police .....	175
207.336 Fire .....	181
207.344 Ambulance Service .....	188
211.835 Publicity Fund .....	191
226.528 Solid Waste Fund .....	193
271.790 Library Fund.....	197
274 Community Development Block Grant Fund.....	203
274.692 Housing Rehabilitation Program.....	204
274.712 Block Grant Administration.....	207
282.372 State Construction Code Fund.....	209
295.000 ROOTS Fund.....	215
296.759 Senior Citizens Services Fund.....	217
297.000 Animal Shelter Fund .....	226
298.000 Police Grants Fund .....	229
299.000 Miscellaneous Grants .....	231
<b>Special Revenue Funds - Component Units .....</b>	<b>233</b>
243.729 Brownfield Redevelopment Authority Fund.....	233
247 DDA Development Fund and 248 DDA Operating Fund.....	236
<b>Debt Service Funds.....</b>	<b>243</b>
Description of Long Term Debt.....	244
301.000 General Obligation Debt .....	247
303.000 Court Building Debt Service.....	249
360.000 Debt Service Fund .....	251
<b>Capital Improvement Plan .....</b>	<b>255</b>
Capital Project Summary .....	256
<b>Enterprise Funds.....</b>	<b>295</b>
506 Arts, Beats, & Eats Festival .....	296
508 Recreation Fund .....	298
516 Auto Parking Fund.....	304
516.316 Parking Enforcement.....	306
516.570 Parking Operation .....	308



551 Farmers Market Fund .....	312
592 Water and Sewer Fund.....	316
592.447 Engineering .....	317
592.536 Administration .....	320
592.537 Water Billing .....	324
592.538 Water Maintenance .....	326
592.539 Meter Services .....	328
592.540 Sewer Maintenance .....	330
598 Ice Arena Fund .....	332
<b>Internal Service Funds.....</b>	<b>337</b>
636 Information Systems Fund.....	338
661 Motor Pool Fund .....	345
677 Workers Compensation Fund .....	349
678 Health Care Fund .....	352
679 General Liability & Property Insurance Fund .....	354
<b>Fiduciary Funds.....</b>	<b>357</b>
731 Retirement (Pension) Fund.....	358
736 Retiree Health Care Fund .....	360
<b>Supplemental Information .....</b>	<b>363</b>
Building Authorities .....	364
Biographies.....	371
City Owned Property.....	376
Glossary .....	377



**FY2014-2015 Budget Transmittal Letter**

July 1, 2014

The Honorable Mayor Ellison and  
Members of the City Commission:

Preparing and adopting the budget is by far the single most important task we complete every year. However, it really isn't a single task but rather a long process that includes many steps.

The first, and one of the most important, is the annual citizen survey. This scientific survey of our citizens conducted by an independent third party professional survey firm helps us evaluate our existing services and identifies our citizen's needs and desires using real data instead of opinions and intuition.

The results of the survey were discussed with city commissioners at our Jan. 18 strategic planning session. At this session the commissioners used this information to identify goals and objectives for the 2014-15 fiscal year. These were formally adopted at the Jan. 27 regular commission meeting.

**2014-2015 City of Royal Oak Goals and Objectives**

**Communication** – *To proactively promote meaningful, open and respectful dialogue that ensures effective decision making.*

---

- Hire a Communications Director
- Establish a Citizen Response System
- Hire a consultant to review and make recommendations to improve the City's website on key metrics identified by staff and approved by the City Commission

**Community** – *To preserve neighborhoods by encouraging community involvement and family activities; and further, to be recognized as a destination for entertainment, recreation and cultural opportunities.*

---

- Identify a sustainable revenue source for parks and recreation improvements and maintenance
- Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the Park Improvement Fund
- Complete "Age In Place" initial program assessment
- Establish a modest budget to support the Royal Oak Commission for the Arts

### 2014-2015 City of Royal Oak Goals and Objectives

#### **Operations** – *To perform all city operations as efficiently and effectively as possible.*

---

- Increase Farmers Market rental revenue by keeping the tent deployed in the northwest parking lot all summer
- Establish a modest budget to support the Royal Oak Employee Health and Wellness Committee
- Partially restore staffing in the Engineering Department with the hiring of an Engineer III
- Partially restore staffing in the Assessor's Office with the hiring of an Appraiser III
- Partially restore staffing in the Human Resources Department with the hiring of a Benefits Specialist
- Retire the permanent booths at the Farmers Market to increase rental revenue, deal with rental demand and make the space more friendly to special events
- Provide additional budgetary resources for staff and commissioner training

#### **Economic/Tax Base** – *Encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.*

---

- Ensure the new Economic Development Coordinator is independent of regulatory processes and focused on business growth, retention and recruitment
- Improve customer service with the hiring of a community liaison to be the single point of contact for permitting processes
- Adopt a commercial re-occupancy ordinance to promptly and efficiently identify and assist businesses operating in a new space
- 

#### **Fiscal Management** – *To preserve Royal Oak as a safe and healthy community through sound fiscal policy, strategic planning, prompt decisive actions and effective management of taxpayer's assets.*

---

- Hire a grant coordinator to identify grant opportunities, complete grant applications, and manage reporting for awarded grants
- Hold a public forum on options for addressing unfunded liabilities as part of the Commission's budget hearings
- Continue evaluation of the option to create a Wellness Center for Royal Oak employees in partnership with local communities



### 2014-2015 City of Royal Oak Goals and Objectives

**Infrastructure** – *To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.*

- Complete at least one impactful project listed in the Non-motorized Plan such as the addition of bike lanes or adequate bike parking
- Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the City Commission
- Hire a consultant to complete a comprehensive storm water system analysis to inform decision making regarding changes in the storm water detention ordinance

**Public Safety** – *To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.*

- Review and implement selected recommendations from the rodent report to control the rodent population
- Adopt a vacant property registration ordinance with no registration fee to identify owners of vacant property and deal with blight
- Reestablish the Trade Inspector positions as full-time

With accomplishing those objectives in mind, my staff and I have prepared the fiscal year 2014-2015 Budget. With the budget adopted substantially as presented, we will have the most important tool in place to enable us to accomplish our goals and objectives. The budget however, is just a tool. It provides the financial plan and identifies the resources that will be used. Adopting the budget doesn't make of this happen by itself. It only provides the framework for future actions. Much remains to be done.

We have actually gotten off to an early start on 2014-15 goals and objectives.

- ✓ Community engagement specialist (communications director) hired
- ✓ Economic development manager hired
- ✓ Engineer III hired
- ✓ Trade inspectors authorized, one hired.
- ✓ Storm sewer analysis approved, contractor hired, project underway
- ✓ Commission acted to eliminate permanent booths at farmer's market
- ✓ Tent will be in place at farmer's market June 7
- ✓ Wellness center agreements will be before commission June 2 with a target of starting operations in September

- ✓ Normandy Oaks task force established
- ✓ Bicycle parking installed
- ✓ Public forum on legacy costs and unfunded liabilities was on May 12.

This budget addresses most of the others:

- ✓ Citizen response system
- ✓ Web site redesign
- ✓ Aging in place assessment
- ✓ Wellness programs
- ✓ Arts
- ✓ Appraiser
- ✓ Benefits specialist
- ✓ Customer service representative in Building
- ✓ Grants coordinator

This budget also restores a purchasing agent position. This was not specifically one of the commission's adopted objectives but it has been a priority for some members of the commission. The finance director believes this position can pay for itself by obtaining better prices and free up departments to perform services as opposed to performing purchasing functions. We will not allow this position to become an impediment to departments getting work done as sometimes happens with centralized purchasing.

While it may seem that we are restoring or creating a lot of positions, most of these will pay for themselves. I fully expect the city to be better off financially because of the economic development manager, grants coordinator, purchasing coordinator, engineer, appraiser and trade inspector positions. All of the building department positions – even the clerical position we want to restore – are fully funded by building permit fees. The state construction code fund does not receive any tax revenue. The engineering position replaces contract engineers. The only new or restored position I expect will prove to be a net cost to the general fund is the community engagement specialist and that is a cost we should all be very willing to pay. This position has already made a huge difference in our ability to communicate with our citizens.

### Roads

I believe the most important objective established for 2014-15 is formal recognition of what I identified as our greatest need last year. That objective is to "Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the City Commission." The objective is a mouthful but it's clear that our most important priority today needs to be finding a solution to repair or replace our crumbling roadways.

Roads are a huge problem, not just in Royal Oak, but throughout Michigan. The state legislature has been unwilling to levy the taxes necessary to maintain quality roads. Instead of paying more for good roads, Michigan drivers pay for automobile repairs necessitated by bad roads.

Roads in Michigan are principally funded through taxes levied on gasoline and diesel purchases and vehicle registrations. Cities receive a distribution of some of this revenue from the state on the basis of a formula, which takes into account population and miles of roadway. Separate formulas are used for miles of major streets and miles of local streets and we maintain separate funds for each. Many cities also contribute local tax revenue to roads. Royal Oak has not. I assume this is because our authorized general operating levy is half that of most cities. Royal Oak has simply never had the financial ability to contribute general tax revenue to the road funds.

This means Royal Oak has relied on the dwindling revenue from state distributions of fuel and vehicle registration taxes to maintain roads. It is barely enough to cover routine maintenance such as plowing, crack sealing, pothole repair and maintaining traffic signals. There is no money for replacing crumbling streets. Almost all of the replacement work we have done in recent years has been funded from grants or other sources.

Even though roads are a major priority for the sitting governor, I do not expect the state to come to our rescue, especially not for repairs to local streets. The state's department of transportation director would like to eliminate all state payments for local streets and make them entirely a local responsibility.

Royal Oak prepared a comprehensive pavement management analysis of all our streets last year ([http://www.ci.royal-oak.mi.us/portal/webfm\\_send/2510](http://www.ci.royal-oak.mi.us/portal/webfm_send/2510)). This report used a "Pavement Surface Evaluation and Rating System" to assign a numerical ranking, called a PASER rating, to every section of pavement in the city. All 214 miles of major and local roadways maintained by the city were examined. Less than 60 miles, or 28 percent, of our roads received a score in the "good" range (PASER rating of 6-10). Most were in the "fair" range with a rating of 4-5. Ten percent of our roads, almost 21 miles, scored 1-3 which is considered "poor." Our average rating was 4.8. Readers are invited to use the link above to look up the rating for their own street.

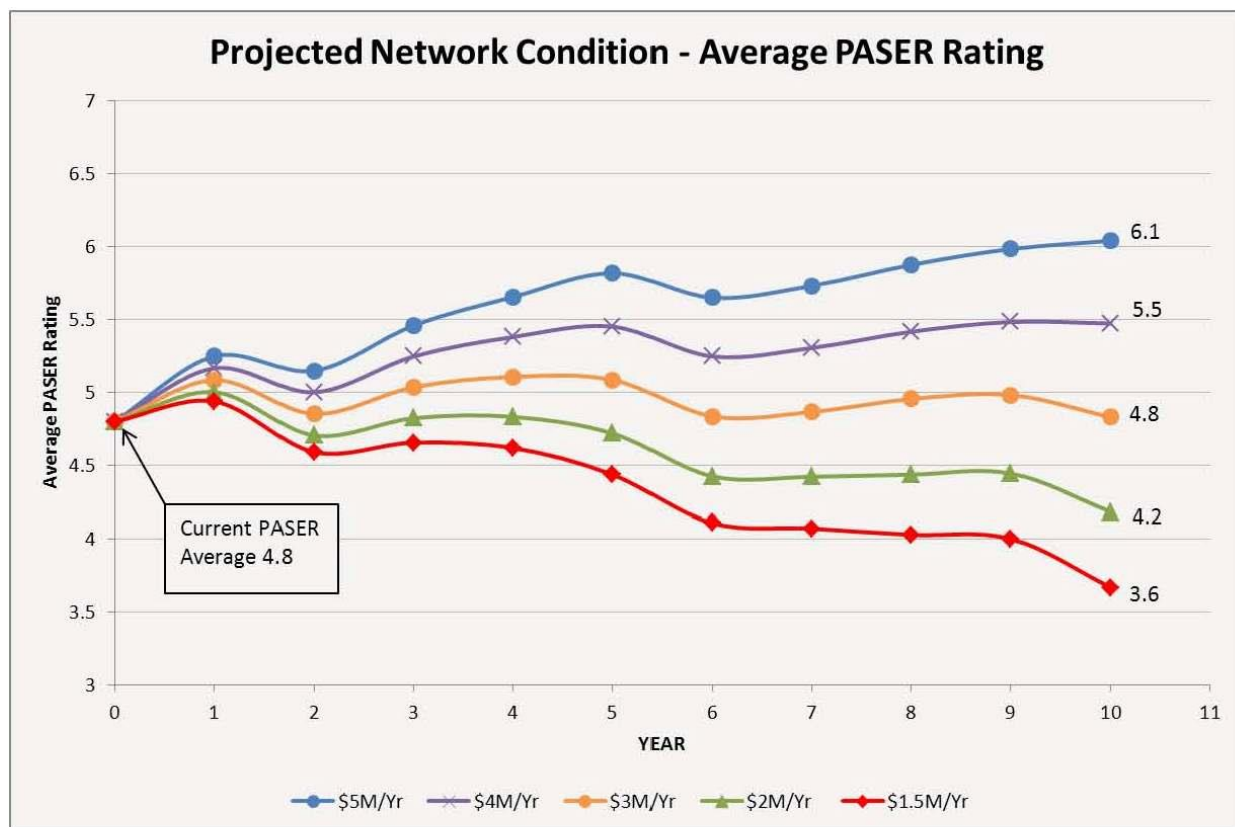


Figure 2. Projected Average PASER Rating

One of the most interesting graphs from the report is reproduced on the previous page. It projects what we can expect to see in the condition of local roads (not major) in the future at various dollar levels of expenditure. Even the lowest line on this graph calls for expending \$1.5 million a year more for road improvements than we will in 2014-15 and the result is a decline to an average rating of 3.6 in 10 years. We would need to invest \$3 million per year (about 1.5 mills) just to maintain our current 4.8 average PASER. Let me say that another way. Just to keep our paved local roads from getting worse, we need to spend an additional \$3 million per year, which would require about 1.5 mills! That does not result in any overall average improvement. To actually improve our roads to a 6.1 average PASER would require an additional \$5 million per year or about 2.5 mills. These numbers, and those that follow, do not address paving gravel roads. It is assumed that will be done via special assessment.

The commission needs to determine what level of average road quality we want to set as our goal and prepare a ballot issue that would provide the funding to get to that level.

I'm recommending that we aim to get our average PASER score into the "good" range which is a 6 or better. To do so, we need to ask the voters in November to authorize the city levy up to 2.5 mills for 10 years for local road improvements. I'm suggesting this be a 10-year levy because it will take about that long to complete a road improvement project of this magnitude. I fear a five year authorization would only let us do half the job before renewal and voters whose streets have already been fixed at that point will have no reason to vote for the renewal. I'm recommending this be on the November ballot because it is already too late to put an item on the August primary and because we will have more voters in November. Millage elections should be decided by the largest possible number of voters. We won't see a higher turnout than November 2014 until 2016. We can't wait that long.

### **Legacy Costs**

Legacy costs, actuarially required contributions for pension and retiree health care continue to represent a huge portion of our budget. Like roads, this is a problem that goes far beyond our borders. While most governments, including Royal Oak, are properly funding pensions, few cities and few states are properly funding healthcare obligations. I'm pleased to announce that, for 2014-15 at least, Royal Oak is one of the few. This budget fully funds the actuarially required contributions for both pensions and retiree healthcare (also known as OPEB). I don't expect that we will be able to continue funding at that level in the future.

We have unfunded liabilities, according to our actuary, of \$74 million for pension and \$113 million for healthcare. That's what makes the ARC (contribution rates) so high. Only 24 percent of pension contributions and 10.5 percent of OPEB contributions are paying for benefits that will be earned this year. The rest is paying off debt in the form of unfunded liabilities accumulated over many years.

How do we fix this problem? There really is no fair way to deal with it. It is not fair to reduce pensions or contractual retiree benefits. Our retirees came to work for us in exchange for mutually agreed upon a wage and benefit packages. They kept their part of the bargain and they expect us to keep ours. For us to renege now would be totally unethical. However, it's also not fair to expect current taxpayers to pay benefits for former workers who provide no services to them.

The core problem is taxpayers of the past put off paying the bill for services they received. Those huge unfunded liabilities we face today are nothing more than an IOU left for us by our predecessors. In 2014-2015, Royal Oak will pay more than \$14.9 million toward funding these liabilities from the past. The fair solution would be to go back and collect actuarially appropriate amounts from the taxpayers of the past. Of course, that's impossible.

This leaves us with a dilemma that I've been struggling with for years now. Usually, when I present a problem, I like to provide a recommended solution. I don't have a recommended solution for this. I am convinced we can't solve it by ourselves. I'm not even sure it can be solved at the state level. I've been



advised by my contacts at the Michigan Municipal League that the state legislature will have no appetite for addressing the problem this year.

We have scheduled the latter part of the first budget meeting to be an open discussion, with public participation, on the OPEB problem.

### **Personal Property Tax**

The current state proposals for personal property tax call for local governments to be reimbursed for lost PPT revenue from the use tax. I'm skeptical because I've been in this business for a long time and have always found the state government does not keep its promises. Partially, this is because state legislators have limited terms and new legislators do not feel compelled to honor the promises of their predecessors and we are dealing with a legislative promise, not a binding contract. They don't have to honor such promises.

Even if the state does initially honor this promise, we will lose about \$100,000 that would have been collected this fiscal year. The reimbursement doesn't start until next year.

### **Senior Center**

A HUD review last fall of our use of Community Development Block Grant monies objected to the city allowing persons who are less than 62 years of age to participate in senior activities funded with CDBG money. We have tried to get a definitive ruling out of HUD as to exactly what we can and cannot do with senior programs to no avail. We don't know whether we will be required to reimburse HUD for past use of CDBG funds. We don't know if accessing fees to those less than 62 years of age would satisfy program requirements. To be safe, we have stopped using CDBG funds for senior programs. This year, instead of budgeting CDBG funds for senior programs, we put that portion of our CDBG funding into parks in designated block grant eligible neighborhoods. We have increase general fund funding of senior programs to \$350,000 to make up for this.

### **Tax Rate**

We are doing exactly what we promised the taxpayers in 2012 and levy the full public safety millage for the first time in 2014-2015. For the first two years we levied 3.475 mills, half a mill less than the 3.975 mills two thirds of the voters authorized.

Respectfully submitted,



Donald E. Johnson  
City Manager



# **BUDGET HIGHLIGHTS**

Budget Summary

Budget Calendar

Introduction

Basis of Accounting Chart

Vision and Mission Statements

Financial Policies

Goals and Objectives

Organizational Chart

Budget Procedures

The fiscal year 2014-15 adopted budget provides for the resources that are needed to help accomplish the city objectives established just prior to the administration's budget process.

This budget calls for a total **city millage rate** of 15.6551 (excluding DDA levy), an increase of 0.4899 mill due to the net effect of increasing the public safety millage by 0.5 mill in accordance with the millage plan and slight reductions of the publicity tax and the fire debt levies. *See page 53 for millage rate details.* The millage rate of 15.6551 would shift the city from just one less than median to the median rate of all the cities/villages in Oakland County. This claim is based on 13-14 city/village millage rates as the 14-15 rates for other cities/villages have not been adopted/reported. *See page 55 for the chart of the 31 Oakland County city/village 13-14 millage rates.* There is not a Headlee rollback on Royal Oak's millage rates this year.

Total city **taxable value** increased by 2%. Residential values increased 3.2%, industrial values increased 0.06%, personal property decreased 2.9% and commercial decreased 1.2%. *See pages 50-52 for taxable value details.* Taxable values have increased 2% however it is anticipated that the city will incur a large loss during the July board of review due to the personal property tax (ppt) exemption allowed under new legislation. It is anticipated that the city will lose another \$5 million / 0.2% in personal property values during the July board of review. For tax revenue purposes this additional expected loss in July is already incorporated into the adopted budget. The spread between 2014 SEV and taxable value is \$229 million, a \$132 million increase from the prior year. *See page 52 for value details.*

Across all funds, the city is budgeted to receive \$37,117,800 in **tax revenue** for fiscal year 14-15 an increase from \$35,767,000 providing an additional \$1.35 million. This increase is mostly due to the additional 0.5 mill levy (generating approximately \$1.1 million) for public safety.

The general city, solid waste and library levies have only a slight increase based on the modest

taxable value increase. The DDA, fire debt and publicity funds tax revenue is slightly decreasing due to lower taxable values and slightly lower millage rates.

Grants are budgeted to increase. **State shared revenue** is budgeted to increase 2.7% / \$135,000 based on the State of Michigan Treasury department's published projections. Act 51 monies are budgeted to increase 8.5% relative to prior year's original budget based on the state's improved factors on the distribution formula. Relative to fiscal year 13-14 projected revenue, Act 51 revenues are budgeted to decrease 7.0% due to the one-time distribution from the state for some fiscal relief due to the extreme winter maintenance costs this year.

Mostly due to low interest rates, **interest revenue** city-wide is budgeted at \$192,910, up from \$163,000 the prior year but down nearly \$2.4 million from the peak in 07-08. This valuable source of income has significantly declined and continues to no longer be relied upon to help off-set city operating costs. *See page 59 for general fund interest revenue history graph.*

**Personnel costs** increased nearly 13% relative to the fiscal year 13-14 original budget, mostly due to the combination of budgeting the full OPEB ARC (annual required contribution), the request to add/reinstate fourteen positions and an annual wage increase. Total full-time employees are requested to increase to 303, however this total is down 50 positions relative to fiscal year 06-07. *See page 41 for personnel summary history.* The defined benefit pension ARC is budgeted to increase 2.5% / \$173,000, as this contribution is required by law to be met. The OPEB contribution is budgeted to increase 37% / \$2,973,000 to \$10.9 million which is not required by law to be met. In the past few years, the city has been contributing the pay-as-you-go amount, which is just enough to fund the current retiree health care cash outlay for the year. Of the \$10.9 million only \$1.15 million is truly a cost of fiscal year 14-15, thus the term 'legacy costs' when referring to OPEB costs. The full OPEB



ARC is budgeted in the forecast across all funds, in an attempt to at least partially address the city's legacy cost challenge. A graph in the "Financial Trends" section illustrates the magnitude of the combined pension and OPEB ARC that the city is proposing to fund in fiscal year 14-15; the contributions toward paying the full ARCs exceed the general fund's tax revenue by \$2.17 million. *See graph on page 62.*

The budget includes nearly \$13 million of **capital improvements**; an increase of 31% / \$3.1 million over the current year's projected capital budget. Generally speaking, the first year of the recently adopted capital improvement plan (CIP) is incorporated into the adopted budget with the exception of local streets and certain park projects due to lack of funding. The city's adopted capital improvement plan (CIP) calls for nearly \$2.9 million for local street capital improvements. A detailed listing of all capital improvements is included in each fund/cost center significant notes section (orange box) in this document. Requested capital projects and the descriptions that are reported in the adopted FY2014-15 to FY2019-20 Capital Improvement Plan can be found behind the "Capital Improvement" tab in this budget document. The forecasted years include capital projects that are in the CIP in the expenditures causing some funds' forecasts (local and major streets) to illustrate fund balance levels below policy and even negative balances. *See budget summary tables within each fund section.* Negative balances are not permitted by law, therefore the fiscal year 2014-15 budgets were adjusted to keep funds out of negative position however forecasted years are

not adjusted out of negative position in order to "sound the horn" for potential fiscal difficulties.

There are no new **debt** issuances for the city in this budget, as all project costs are to be paid with current funds. Total debt payments for fiscal year 14-15 amount to \$7.4 million, a slight increase from the prior year. At this time, new debt isn't recommended therefore forecasted annual debt service and outstanding principal decreases in each future year with the final payment made in fiscal year 2028-29. *See page 60 for outstanding debt summary*

The **unassigned fund balance** for the general and public safety funds (combined) is budgeted to fall from the current year's projected 33.0% of expenditures to 24.6%. The city's fund balance policy is 10%-25% of expenditures. The forecast shows the decline of fund balance to near minimum levels by fiscal year 16-17, the fifth year of the five year public safety millage. In the last year of the forecast the combined fund balance is negative 11.5%. *See page 66 for the combined fund summary.* These funds' fund balances are now reviewed as combined since the public safety function continues to be a significant cost of the general fund due to the sizeable transfer (\$18.6 million) made to the public safety fund. *See page 61 for unassigned fund balance history.*

Please reference the significant notes sections (orange boxes) within each fund/cost center for details and noteworthy program information for fiscal year 14-15.

## City of Royal Oak

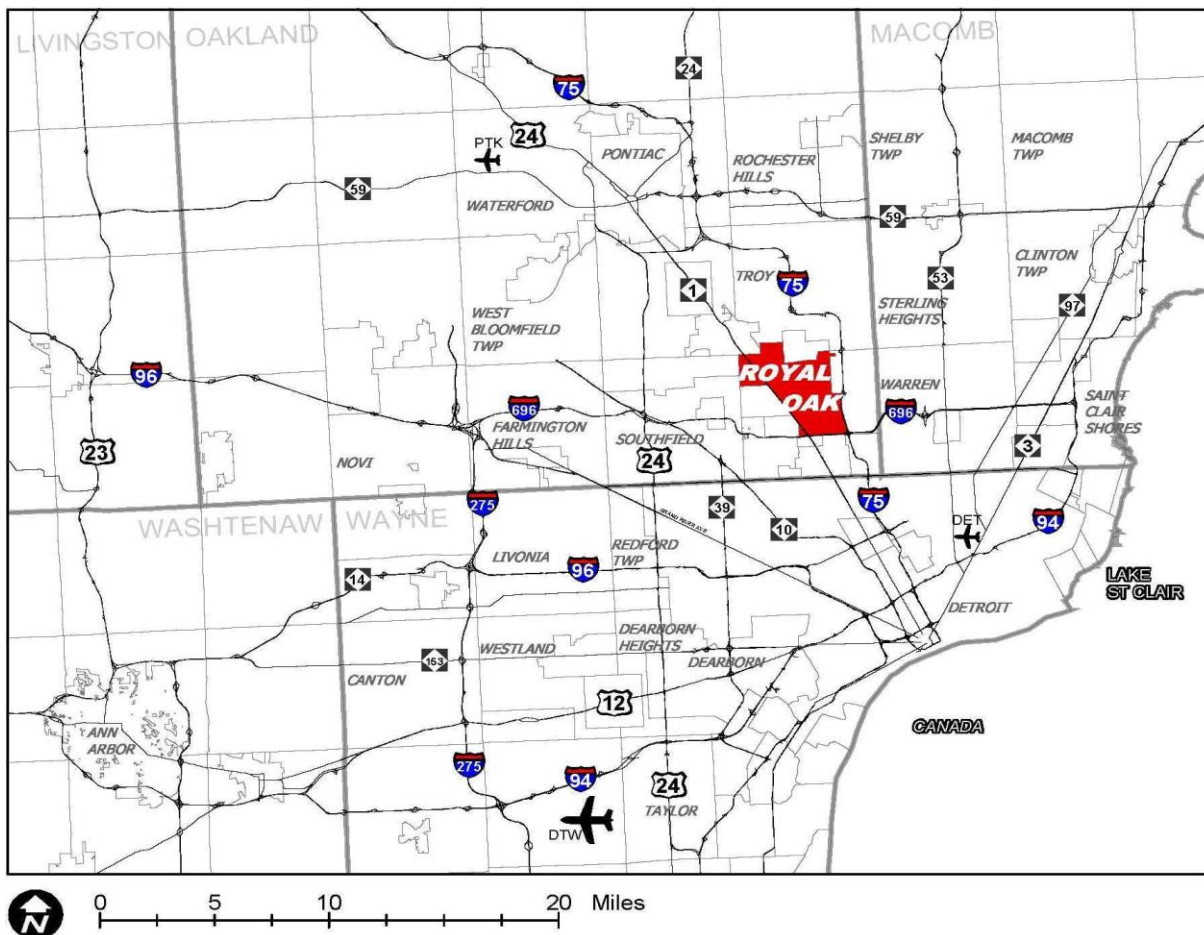
The City of Royal Oak is located in southeast Oakland county, Michigan. The city's 11.83 square miles has a population of approximately 57,236 according to the 2010 US Census. Flanked by I-75 on the east border, I-696 on the south and Woodward Avenue (M-1) on the west side, the city has excellent highway access for residents and visitors alike. Approximately 15 to 20 miles northwest of downtown Detroit, businesses and residents have easy access to the Ambassador Bridge and the Detroit-Windsor tunnel, the busiest international crossings between the United States and Canada.

The City of Royal Oak has operated under the "council manager" form of government since its incorporation on November 8, 1921. This form of government provides that the city commission act as the legislative or policy making body. The city commission is composed of six commissioners and

a mayor elected by the city-at-large on a nonpartisan ballot. Three commissioners are elected to four-year terms every two years to ensure experienced legislators at all times. The mayor is elected for a two-year term.

The city commission enacts ordinances, resolutions and regulations governing the city. City commission also appoints members of various statutory and advisory boards and commissions, and the city manager

The city manager is the city's chief administrative officer and, as such, is held accountable for planning, coordinating, directing and executing all of the city's operations in a manner prescribed by law and conforming to the general policies and specific directives of the commission. The city manager also appoints and supervises the heads of departments of the city. See *Statistical Section* for additional city information.





## *VISION STATEMENT*

**To be a dynamic balance of progressive vision and traditional values offering an inviting, premier and diverse community for all.**

## *MISSION STATEMENT*

**Our mission is to provide a safe, healthy and sustainable community.**

## GOALS

**Communication** – To proactively promote meaningful, open and respectful dialogue that ensures effective decision making.

**Community** – To preserve neighborhoods by encouraging community involvement and family activities; and further, to be recognized as a destination for entertainment, recreation and cultural opportunities.

**Operations** – To perform all city operations as efficiently and effectively as possible.

## OBJECTIVES

- Hire a communications director
  - Establish a citizen response system
  - Hire a consultant to review and make recommendations to improve the city's website on key metrics identified by staff and approved by the city commission
- 
- Identify a sustainable revenue source for parks and recreation improvements and maintenance
  - Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the park improvement fund
  - Complete "Age In Place" initial program assessment
  - Establish a modest budget to support the Royal Oak Commission for the Arts
- 
- Increase farmers market rental revenue by keeping the tent deployed in the northwest parking lot all summer
  - Establish a modest budget to support the Royal Oak Employee Health and Wellness Committee
  - Partially restore staffing in the engineering department with the hiring of an engineer III
  - Partially restore staffing in the assessing office with the hiring of an appraiser III
  - Partially restore staffing in the human resources department with the hiring of a benefits specialist
  - Retire the permanent booths at the farmer's market to increase rental revenue, deal with rental demand and make the space more friendly to special events
  - Provide additional budgetary resources for staff and commissioner training

**Economic/Tax Base** – Encourage and support diverse investment to maximize property values and facilitate employment opportunities and desirable housing.

- Ensure the new economic development manager is independent of regulatory processes and focused on business growth, retention and recruitment
- Improve customer service with the hiring of a community liaison to be the single point of contact for permitting processes
- Adopt a commercial re-occupancy ordinance to promptly and efficiently identify and assist businesses operating in a new space

**Fiscal Management** – To preserve Royal Oak as a safe and healthy community through sound fiscal policy, strategic planning, prompt decisive actions and effective management of taxpayer's assets.

- Hire a grant coordinator to identify grant opportunities, complete grant applications, and manage reporting for awarded grants
- Hold a public forum on options for addressing unfunded liabilities as part of the commission's budget hearings
- Continue evaluation of the option to create a wellness center for Royal Oak employees in partnership with local communities

**Infrastructure** – To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.

- Complete at least one impactful project listed in the non-motorized plan such as the addition of bike lanes or adequate bike parking
- Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the city commission
- Hire a consultant to complete a comprehensive stormwater system analysis to inform decision making regarding changes in the stormwater detention ordinance

**Public Safety** – To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.

- Review and implement selected recommendations from the rodent report to control the rodent population
- Adopt a vacant property registration ordinance with no registration fee to identify owners of vacant property and deal with blight
- Reestablish the trade inspector positions as full-time

**GENERAL APPROPRIATIONS ACT**

BE IT RESOLVED, this and the following nine resolutions constitute the City of Royal Oak's General Appropriations Act for the fiscal year beginning on July 1, 2014 and ending on June 30, 2015.

**RESOLUTION 1: BUDGET RESOLUTION**

BE IT RESOLVED, the 2014-2015 City of Royal Oak Budget for each fund is hereby appropriated as follows:

**General Fund**

General Government	9,971,760
Community and Economic Development	505,960
Health and Welfare	0
Public Safety	677,740
Public Works	1,328,400
Recreation and Culture	1,096,700
Transfers Out	18,985,000
<b>Expenditures Total</b>	<b>32,565,560</b>
Taxes	16,892,540
Licenses and Permits	1,604,000
Grants	5,206,560
Charges for Services	2,381,070
Fines and Forfeitures	4,047,000
Interest and Rentals	272,930
Contributions and Donations	0
Reimbursements	211,800
Other Revenues	60,000
Transfers In	1,026,000
Use of Fund Balance	863,660
<b>Revenues, Transfers and Use of Fund Balance</b>	<b>32,565,560</b>

**Major Streets Fund**

Expenditures Total	4,170,620
Revenues, Transfers and Use of Fund Balance	4,170,620

**Local Streets Fund**

Expenditures Total	1,360,350
Revenues, Transfers and Use of Fund Balance	1,360,350

**Public Safety Fund**

Expenditures Total	29,579,120
Revenues, Transfers and Use of Fund Balance	29,579,120

**Publicity Tax Fund**

Expenditures Total	73,430
Revenues, Transfers and Use of Fund Balance	73,430

## Budget Highlights - Budget Resolutions

### **Solid Waste Fund**

Expenditures and Contribution to Fund Balance	7,096,920
Revenues and Transfers	7,096,920

### **Brownfield Redevelopment Authority**

Expenditures Total	67,200
Revenues Total	67,200

### **DDA - Development Fund**

Expenditures Total	2,812,000
Revenues, Transfers and Use of Fund Balance	2,812,000

### **DDA - Operating Fund**

Expenditures Total	48,420
Revenues, Transfers and Use of Fund Balance	48,420

### **Library Millage Fund**

Expenditures Total	2,357,860
Revenues, Transfers and Use of Fund Balance	2,357,860

### **CDBG Fund**

Expenditures Total	1,857,570
Revenues, Transfers and Use of Fund Balance	1,857,570

### **State Construction Code Fund**

Expenditures Total	1,872,620
Revenues, Transfers and Use of Fund Balance	1,872,620

### **ROOTS Fund**

Expenditures Total	107,980
Revenues, Transfers and Use of Fund Balance	107,980

### **Senior Citizen Services Fund**

Expenditures Total	817,970
Revenues, Transfers and Use of Fund Balance	817,970

### **Animal Shelter Fund**

Expenditures Total	114,320
Revenues, Transfers and Use of Fund Balance	114,320

### **Police Grants Fund**

Expenditures Total	291,350
Revenues, Transfers and Use of Fund Balance	291,350

### **Miscellaneous Grants Fund**

Expenditures Total	150
Revenues, Transfers and Use of Fund Balance	150



**RESOLUTION 2: SET TAX RATE**

**RESOLVED**, the general operating levy for the 2014-2015 fiscal year for operations is established at 7.3947 mills, and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 fiscal year for the publicity tax is established at 0.0218 mill. and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 fiscal year for the Library operations is established at 0.9597 mill. and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 fiscal year for the Solid Waste Disposal operation is established at 3.0129 mills, which consists of 2.0164 mills authorized by state law and 0.9965 mill authorized by the voters of the City of Royal Oak, and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 fiscal year for the fire bonded debt be established at 0.2910 mill, and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 budget recommended by the Downtown Development Authority for the area designated by ordinance as the downtown district is established at 1.6477 mills, and

**BE IT FURTHER RESOLVED**, the 1.6477 mills levy for the downtown district is in addition to the millage applicable to properties outside of the downtown district and

**BE IT FURTHER RESOLVED**, the property tax rate for the 2014-2015 fiscal year for the public safety operations is established at 3.975 mills and

**BE IT FINALLY RESOLVED**, the public safety millage is to be levied on the Winter tax bill.

**RESOLUTION 3: AUTHORIZE TAX ADMINISTRATION FEE**

**BE IT RESOLVED** the City of Royal Oak approves the imposition of a 1% administration fee on property tax levied in 2014, and

**BE IT FURTHER RESOLVED** the City of Royal Oak approves the imposition of late penalty charges as follows: On July taxes at the rate of one-half of one per cent per month, or fraction thereof, after July 31 until February 28; on December taxes at the rate of 3% after February 14 until February 28.

**RESOLUTION 4: WATER AND SEWAGE DISPOSAL RATES**

**BE IT RESOLVED** the water and sewage disposal rates for the City of Royal Oak as of July 1, 2014 are established as follows:

Billing Administrative Flat Fee	\$10.75 per billing period
Water & Sewer Service	\$98.76 per mcf for first 2 mcf per billing period
	\$113.25 for additional mcf per billing period

**BE IT FURTHER RESOLVED** industrial surcharge and industrial waste control charges are established as a pass-through from DWSD to city customers.

**RESOLUTION 5: PURCHASES**

**WHEREAS**, the City of Royal Oak finds it necessary to incur utility, postage, and other expenses provided by natural or regulated monopolies, and other sole source providers in order to operate the City, and

**WHEREAS**, it is impossible to estimate the charges to be incurred for each succeeding month, and

**WHEREAS**, these charges can and do exceed one thousand dollars for each billing period;

**NOW, THEREFORE, BE IT RESOLVED**, the city administration is authorized to place orders for and make payment of these expenses, and such authorization forgoes the requirement of presenting these bills to the commission prior to authorization for purchase and/or payment;

**FURTHER RESOLVED**, this resolution shall apply to electric, telephone, water, natural gas utility, postage charges, and other goods/services provided by natural or regulated monopolies or sole source providers.

**RESOLUTION 6: PURCHASING**

**WHEREAS**, pursuant to chapter three, section 34 of the Royal Oak City Charter, the city commission shall set a purchasing limitation by resolution, adopted at the same time the annual city budget is approved.

**NOW, THEREFORE, BE IT RESOLVED**, the city establishes that no purchase in excess of \$10,500 be made without the approval of the city commission and pursuant to chapter fourteen, section 2. Public work or improvement costing more than \$25,000 and executed by contract, shall be awarded to a responsible bidder in competition for fiscal year 2014-2015.

**RESOLUTION 7: TRANSFERS**

**NOW, THEREFORE, BE IT RESOLVED**, the finance director is hereby authorized to transfer up to 25% of the major street fund monies to the local street fund during the 2014-2015 fiscal year. The finance director is authorized to make transfers within appropriation centers. All other transfers between funds may be made only by further action by the city commission.

**RESOLUTION 8: PEG FEES**

**NOW, THEREFORE, BE IT RESOLVED**, the city commission hereby grants Community Media Network 1/2 of the 1% P.E.G. fee received during the 2014-2015 fiscal year.

**RESOLUTION 9: FINANCIAL POLICIES**

**WHEREAS**, the City of Royal Oak has established a set of financial policies

**AND WHEREAS**, it is prudent to regularly review and update those policies and to add new ones as needed.

**NOW, THEREFORE, BE IT RESOLVED**, the city reaffirms its existing financial policies on attrition, investments, retirement contributions, debt management, capital assets and capital improvements projects, fund balance policy, and adopts a new self-supporting fund policy.

## CITY OF ROYAL OAK FY 2014 – 2015

### Budget Procedures

The City of Royal Oak's budget process is governed by the city charter and state statutes of Michigan. "chapter eight. general finances. section 1" of the city charter establishes July 1 through June 30 as the city's fiscal year.

#### **Budget Document**

The city charter, as approved by the voters on November 8, 1921 and last amended November 6, 2007, and the State of Michigan Uniform Budgeting Act (Public Act 621 of 1978), which amended the Uniform Accounting Act (Public Act 2 of 1968), mandate that the budget document present a complete financial plan for the ensuing fiscal year and shall present the following:

(a) An itemized statement of the appropriation recommended by the manager for current expenses and for permanent improvements for each department and each division thereof, for the ensuing fiscal year, with comparative statement, in parallel columns, of the appropriation and expenditures for the current and next preceding fiscal year and the increases and decreases in the appropriation recommended;

(b) An itemized statement of the taxes required and of the estimated revenue of the city, from all other sources, for the ensuing fiscal year, with comparative statements of the taxes and revenues for the current and next preceding fiscal year;

(c) A statement of the financial condition of the city and an inventory of all property owned by the city; and

(d) Such other information as may be required by the commission.

#### **Budget Document**

As required by the city manager, each department head must submit to the city manager an itemized estimate of expenditures for the next fiscal year for the department or activities under their direction.

The city manager then prepares a complete itemized budget proposal for the next fiscal year and must present it to the city commission not later than 30 days before the end of each fiscal year. Prior to the

adoption of the budget, a public hearing on the budget must be held to inform the public and solicit input and comments from residents. A public notice, published in a newspaper of general circulation in the community, announces the time and place of the meeting and the availability of the budget document for review.

#### **Budget Appropriation and Amendments**

The city budget is adopted by the city commission on a functional basis. The finance director is authorized by budget resolution to transfer up to 25% of major street fund monies to the local street fund during the fiscal year and to make transfers within appropriation centers. All other transfers between funds may be made only by further action by the city commission.

The commission may make additional appropriations during the fiscal year for unanticipated expenditures required of the city, but such additional appropriations shall not exceed the amount by which actual and anticipated revenues of the year are exceeding the revenues as estimated in the budget, unless the appropriations are necessary to relieve an emergency endangering the public health, peace or safety. The city commission may also re-appropriate funds among appropriation centers. By way of budget resolution, the city commission authorizes the finance director to administratively adjust line item budgets within a fund.

#### **Basis for Budgeting**

The modified accrual basis of budgeting is utilized in the preparation of the *governmental* fund types. Expenditures, with the exception of debt service expenditures, compensated absences, claims and judgments, are recorded at the time the liability is incurred. Revenues are recorded when received as cash, with the exception for material or available revenues that are accrued to properly show revenues earned and/or levied taxes. The accrual basis of accounting is utilized for the internal service and enterprise funds budgets which are not officially adopted, but included in this document.

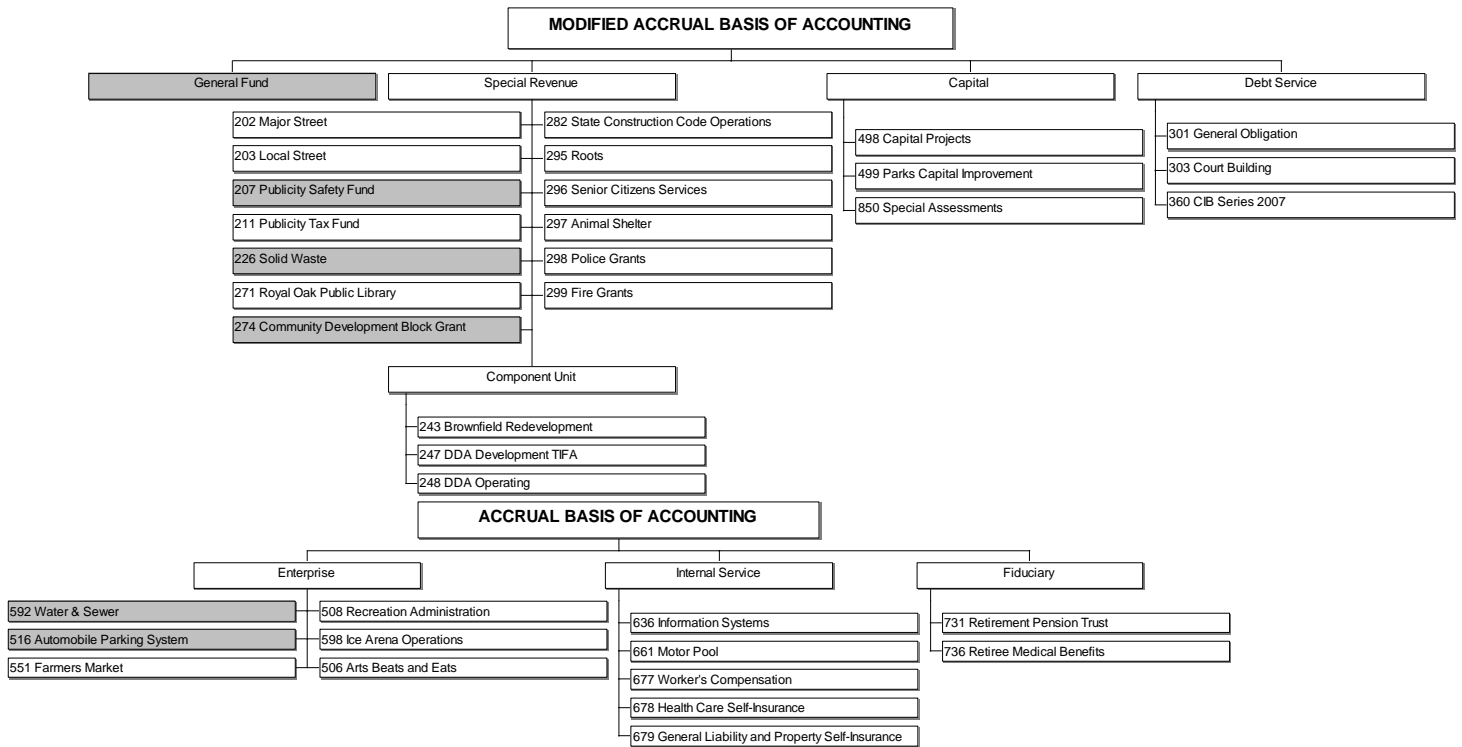
The budget is prepared in accordance with Generally Accepted Accounting Principles (GAAP).

## FY 2014-2015 BUDGET CALENDAR

November	Capital improvement requests solicited by finance department
December	Finance develops personnel costing and develops the draft capital improvement plan
January	Special meeting – commissions strategic planning (goals & objectives) session
January - late	City commission adopts their goals & objectives at city commission meeting
February	Planning commission reviews draft capital improvement plan and conducts public hearing
February	Finance sends personnel costing detail to departments for their review/approval
February	Motor pool, information systems, insurance (internal service) budgets due to finance department
February - late	Finance department spreads internal service department costs to user department budgets.
March - early	Department requested budgets due to finance dept.– includes final departmental narratives, personnel sign-offs, goals, objectives, org charts, significant notes, performance measures and fiscal requests.
March	Capital improvement plan adopted by planning commission
March	Finance reviews and completes departmental budget requests information for city manager
April - early	Departments meet with city manager to present budgets
April – mid to late	City manager relays final budget recommendations to finance department
April - late	Finance department compiles recommended budget document
May 12	Recommended budget document is distributed to mayor and commissioners
May 13	Recommended budget document is posted to city webpage and available at the library
May 12,14,20,22	Special meetings – city commission conducts public budget meetings
May 23 +	Finance dept. makes any commission changes and prepares final budget document
June 2	Commission conducts public hearing* and adopts budget (with any revisions to the city manager's recommended budget)
June 3 - 28	Finance department prepares adopted budget document
June 30	Final adopted budget document is distributed
July 1 – June 30	Finance department monitors budget and performs budget amendments when appropriate

\*if changes are not significant

Financial Organization Chart



\* Shaded funds are major funds

## Attrition Policy

### Policy on Attrition

**Purpose:**

The City of Royal Oak is facing declining property tax revenues and needs to further reduce its staffing levels in order to maintain a balanced budget.

**Policy:**

Any full-time City of Royal Oak position that becomes vacant, for any reason, may only be filled with specific approval from the city commission. Such approval shall only be granted when it can be clearly established that it will cost more to not fill a position than it will cost to fill a position or when the position is unique and no other employee can perform a critical function.

[Adopted 6/2/2008]  
[Reaffirmed 6/2/2014]

## Capital Asset Policy

### Capital Asset Policy

Capital assets are assets with an initial, individual cost of more than \$10,000 and an estimated useful life in excess of three years. Such assets are recorded at historical cost or estimated historical cost if purchased or constructed. Donated capital assets are recorded at estimated fair value at the date of donation.

The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend the asset's life are not capitalized.

Major outlays for capital assets and improvements are capitalized once projects are placed in service. Interest incurred during the construction phase of capital assets of business-type activities, if any, is included as part of the capitalized value of the assets constructed.

Property, plant, and equipment is depreciated using the straight-line method over the following estimated useful lives:

<u>Assets</u>	<u>Years</u>
Buildings and renovations	25 to 50
Improvements	10 to 20
Infrastructure	15 to 50
Vehicles	5 to 8
Equipment	5 to 15
Intangibles	10

[Adopted 4/6/2009]  
[Reaffirmed 6/2/2014]



## Capital Improvement Project Policy

### Capital Improvement Project Definition

Capital improvement projects are any project or physical improvement that results in a permanent addition to the city's capital assets or revitalization/improvement that extends a capital asset's useful life or increases its usefulness or capacity. Qualifying projects must have an estimated cost of \$10,000 or more and an estimated useful life in excess of three years. Examples include:

1. New and expanded physical facilities for the community
2. Renovation, reconstruction, repair or major maintenance to existing facilities
3. Equipment for any public facility or improvement when first erected or acquired
4. Major landscape improvement
5. Utility modification
6. New construction project
7. Public improvement projects (road and park improvements, curbs and gutters, drainage improvements, sidewalks/bikeway/path projects, etc.)

A capital improvement is not a recurring capital outlay item (such as a motor vehicle) or a maintenance expense (such as fixing a leaking roof or painting park benches). Acquisition of equipment is not a capital project unless it is an integral part of the capital project.

Explanations of the option **Type of Project** are as follows:

**Replacement:** Existing improvements that are deteriorated and need to be replaced and/or upgraded to continue to provide service and to meet current codes and regulations.

**Expansion:** New improvements that are growth-related and/or based on projected development.

**Economic Vitality and Diversity:** This includes construction of improvements for promotion of economic vitality and diversity and to eliminate and prevent the spread of blight and deterioration to the city.

Explanation of the options for **Project Priority** are as follows:

**Emergency:** The project is urgent and must be completed as soon as possible. This could be a temporary or permanent repair to major equipment, facilities or infrastructure. The project must be complete to protect the health, safety or welfare of the community.

**Regulatory Requirement:** The project is required by new legislation, Federal guidelines, codes or regulations. The city may be fined if the project is not implemented.

**Correct Existing Deficiencies:** The project corrects an existing deficiency to keep the facilities or infrastructure from becoming an emergency situation. If the project is not implemented, the health, safety and welfare of the community may be endangered in the near future.

**Near-Term Capacity Need:** The project expands the capacity of equipment, facilities or infrastructure to accommodate increasing demand. Failure to address the project may create public inconvenience or an emergency situation.

**Long-Term Capacity Need/Master Plan:** The project is identified in the city's master plan(s).

**Availability of Funds:** The project is addressed if there is enough outside funding.

[Adopted 4/6/2009]  
[Reaffirmed 6/2/2014]

## Debt Management Policy

**Background:** Debt management policies are written guidelines and restrictions that affect the amount and type of debt issued, the issuance process, and the management of the city's debt portfolio. A debt management policy improves the quality of decisions, provides justification for the structure of debt issuance, identifies policy goals, and demonstrates a commitment to long-term financial planning, including a multi-year capital plan. Adherence to a debt management policy signals to rating agencies and the capital markets that a government is well managed and should meet its obligations in a timely manner.

Debt levels and their related annual costs are important long-term obligations that must be managed within available resources. An effective debt management policy provides guidelines to manage its debt program in line with those resources.

**Objective:** To manage the debt portfolio to finance all necessary capital improvements while being fiscally responsible with the taxpayer's money in a conservative and prudent manner.

**Debt Manager and Disclosure Agent:** The director of finance is the debt manager for all items involving debt management. The debt manager is the disclosure agent responsible to develop and conduct an investor relations program and is the person authorized to speak externally on behalf of the city concerning debt. His/her duties include the filing of all

public records to meet federal and state legislation. He or she may appoint a member(s) of his staff to assist in carrying out this mission.

The debt manager shall review this policy at least annually and recommend revisions as necessary.

**Policy:**

1. The city shall exhibit purposeful restraint in incurring debt.
2. The city shall refrain from issuing short-term debt which requires repeated annual appropriation.
3. Long-term debt will not be used for operations.
4. Long-term debt will be confined to capital improvements that cannot be financed from current revenue.
5. The payback period of the debt will not exceed the expected useful life of the project.
6. Total city debt, including loans and contractual obligations (e.g. George W. Kuhn Drain debt), will not exceed ten percent (10%) of the total taxable valuation of taxable property.
7. The city will maintain good communications with bond rating agencies about its financial condition and will follow a policy of full disclosure on every financial report and bond prospectus.
8. The city will strive to have a bond rating of AA-, or the equivalent, with at least two (2) qualified bond rating agencies.

[Adopted 6/2/2008]  
[Reaffirmed 6/2/2014]

## Fund Balance Policies

### Fund Balance Policy – General Fund

#### Purpose:

To ensure proper stewardship of the City of Royal Oak's financial resources, by maintaining the city's ability to:

1. Meet liquidity requirements for current and long-term obligations
2. Manage unexpected revenue shortfalls
3. Accept reasonable uninsured risks, where advantageous
4. Provide for unanticipated contingencies and emergencies
5. Provide for long-term budget and tax stabilization
6. Borrow funds at reasonable interest rates, when needed

#### Policy:

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak to maintain an unassigned fund balance in the general fund at least equal to ten percent of budgeted expenditures but not more than twenty five percent of budgeted expenditures.

[Adopted 2/6/2006; Reaffirmed 6/2/2014]

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any amendment to the city's current fund balance policy for the general fund shall require the affirmative vote of two-thirds of the members of the city commission.

[Adopted 3/6/2006; Reaffirmed 6/2/2014]

### Fund Balance Policy – Non-Major Enterprise Funds

Any transfers from any of the city's non-major Enterprise funds (farmer's market, ice arena, and recreation administration) to the city's general fund be limited so as not to reduce the net non-capital assets of the non-major enterprise funds by more than twenty percent in any given fiscal year.

BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any amendment to the city's current fund balance policy for the non-major enterprise funds shall require the affirmative vote of two-thirds of the members of the city commission.

[Adopted 3/6/2006; Reaffirmed 6/2/2014]

### Fund Balance Policy – Auto Parking Enterprise Fund

WHEREAS, on February 6, 2006, in order to ensure proper stewardship of the City's financial resources, the City Commission unanimously established a policy regarding the maintenance of a minimum unassigned fund balance in the general fund;

WHEREAS, after additional consideration, the city commission has determined that in order to further ensure proper stewardship of the city's financial resources, a policy should also be established to restrict the level of transfers from the city's parking fund to the city's general fund in any given fiscal year. Such a policy will ensure that the city will be able to

properly maintain the assets associated with the parking fund without having to draw upon the city's general fund.

THEREFORE, BE IT RESOLVED, that it shall be the policy of the City of Royal Oak that any transfers from the city's parking fund to the city's general fund be limited so as not to reduce the net non-capital assets of the parking fund by more than twenty percent in any given fiscal year.

[Adopted 12/4/2006; Reaffirmed 6/2/2014]

## Fund Balance Policy – State Construction Code Fund

### Purpose:

To help ensure the proper stewardship of the City of Royal Oak's financial resources and in an effort to stabilize the volatility of state construction code fund (as it is a public safety function) through economic downturns, a fund balance policy has been established.

### Policy:

That it shall be the policy of the City of Royal Oak to maintain an unassigned fund balance in the state construction code fund not less than fifty percent of budgeted expenditures but not more than one hundred and fifty percent of budgeted expenditures.

That it shall be the policy of the City of Royal Oak that any amendment to the city's current fund balance policy for the state construction fund shall require the affirmative vote of two-thirds of the members of the city commission.

[Adopted 6/2/2013]  
[Reaffirmed 6/2/2014]

## Investment Policy

### Policy:

It is the policy of the City of Royal Oak to invest its funds in a manner that will provide the highest investment return with the maximum security while meeting the daily cash flow needs of the city and complying with all state statutes governing the investment of public funds.

### Scope:

This investment policy applies to all financial assets of the City of Royal Oak, except the financial assets of the retirement funds. The city's financial assets are accounted in the city's annual report and include:

- general fund
- special revenue funds
- debt service funds
- capital project funds
- enterprise funds
- internal service funds
- agency funds
- any new fund type established by the city, unless specifically exempted by the legislative body.

This investment policy applies to all transactions involving the financial assets and related activity of all the foregoing funds.

### Objectives:

The primary objectives of the city's investment activities, in priority order, are:

*Safety*—Ensuring the safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio and will employ mechanisms to control risks and diversify investments regarding specific types of individual financial institutions.

*Liquidity*—The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated. Investment maturities shall be scheduled to coincide with projected cash flow needs, taking into account large routine expenditures (payroll, accounts payable, etc.).

*Return on Investment*—The investment portfolio shall be designed with the objective of attaining a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics.

*Diversification*—The investment portfolio will be diversified by security type and institution so that potential losses on individual securities do not exceed the gains generated from the remainder of the portfolio.

**Delegation of Authority to Make Investments:**

Authority to manage the city's investment program is granted to the city finance director, hereinafter referred to as investment officer. This authority is derived from city charter chap. 3, sec. 24. No person may engage in an investment transaction except as provided under the terms of this policy and any procedures

**Authorized Investments:**

The City of Royal Oak, as a public corporation operating under the laws of the State of Michigan, is limited to investments authorized by Act 20 of the Public Acts of 1943, as amended (MCL 129.91 to 129.96). The city has approved investment in the following authorized investment instruments:

Bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution, but only if the financial institution is eligible to be a depository of funds belonging to the State under a rule or law of this State or the United States.

Commercial paper rated at the time of purchase within the two highest classifications established by not less than two standard rating services and that matures not more than two hundred seventy days after the date of purchase.

Repurchase agreements consisting of bonds, securities and other obligations of the United States or an agency or instrumentality of the United States.

Bankers' acceptances of United States banks.

Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than one standard rating service.

Mutual funds registered under the Investment Company Act of 1940, title I of chapter 686, 54 stat. 789, 15 U.S.C. 80a-1 to 80a-3 and 80a-4 to 80a-64, with authority to purchase only investment vehicles that are legal for direct investment by a public corporation. This mutual fund authorization is limited to securities whose intention is to maintain a net asset value of \$1.00 per share. A mutual fund is not disqualified as a

established by the investment officer. The investment officer may designate an employee to be responsible for the day-to-day management of the portfolio, under the leadership of the investment officer, and to act on the investment officer's behalf in the absence of the investment officer. The investment officer shall be responsible for all transactions undertaken and shall establish a system of controls to regulate the activities of any subordinate official.

permissible investment solely by reason of any of the following:

The purchase of securities on a when-issued or delayed delivery basis.

The ability to lend portfolio securities as long as the mutual fund receives collateral at all times equal to at least 100% of the value of the securities loaned.

The limited ability to borrow and pledge a like portion of the portfolio's assets for temporary and emergency purposes.

Obligations described in subsections 5.1 through 5.7 if purchased through an inter-local agreement under the Urban Cooperation Act, 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.

Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.

The investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.

It is further understood that investments of certain bond proceeds may be restricted by covenants in the bond ordinances.

**Authorized Financial Institutions and Brokers/Dealers:**

Investments shall be made only through approved financial institutions and approved security broker/dealers and shall be selected to attain a market rate of return commensurate with the portfolio's level of investment risk and cash flow characteristics. The investment officer, or his/her delegate, shall be responsible for reviewing financial institutions' and broker/dealers' qualifications and deciding who is approved to conduct investment business with the city. The investment officer, or his/her delegate, shall maintain a list of the approved financial institutions and broker/dealers. All financial institutions and

broker/dealers who desire to obtain approval for conducting investment business with the city must provide the investment officer or his/her delegate, with

for doing business in this state. This evidence includes audited financial statements, proof of National Association of Securities Dealers (NASD) certification (if applicable), proof of qualifications for doing business in Michigan, a signed agreement to comply with this investment policy (see Attachment A), and any other documents required by the investment officer or his/her delegate.

The investment officer or his/her delegate, shall conduct an annual review of the financial condition and qualifications of approved financial institutions and broker/dealers to determine if they should remain on the aforementioned list of approved institutions. Financial institutions and broker/dealers shall provide the investment officer or his/her delegate, with documents necessary for the review.

### **Safekeeping & Custody:**

All trades, where applicable, will be executed on a cash basis or a delivery vs. payment (DVP) basis, as determined by the investment officer or his/her delegate. It shall be the responsibility of the investment officer, or his/her delegate, to determine which securities a third party custodian shall hold. A safekeeping receipt must evidence any securities held in safekeeping by a third party custodian.

All securities shall be properly designated as assets of the City of Royal Oak. Securities shall be in the name of the City of Royal Oak and shall name the specific fund from which the instrument was purchased.

### **Prudence:**

In keeping with the investment officer's and his/her delegate's fiduciary responsibilities, investments shall be made with judgment and care, under circumstances then prevailing, in a manner consistent with that which persons of prudence, discretion, and intelligence exercise in the management of their own affairs. Investments shall be made for investment purposes, not for speculative purposes, considering the probable safety of the capital as well as the probable income to be derived.

The investment officer, or his/her delegate, acting in accordance with this policy and written procedures and exercising due diligence, shall be relieved of personal responsibility for an individual security's credit risk or market price changes, provided that deviations from expectations are reported in a timely manner and

evidence of their creditworthiness and qualifications

appropriate action is taken to control adverse developments.

### **Ethics & Conflicts of Interest:**

Officials and employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the investment program, or that could impair their abilities to make impartial investment decisions. Officials and employees involved in the investment process shall disclose to the city manager, or confirm the absence thereof, any material financial interests in financial institutions or broker/dealers that conduct business within this jurisdiction. They shall further disclose, or confirm the absence thereof, any large personal financial/investment positions that could be related to the performance of this jurisdiction's portfolio. Officials and employees shall subordinate their personal investment interests to those of this city.

### **Internal Controls**

The investment officer shall establish and maintain written procedures and internal controls for the operation of the investment program that are consistent with this investment policy. The internal control structure shall be designed to provide reasonable assurance that public funds are protected from loss, theft, or misuse and that the city complies with laws governing investment of public funds. These internal controls shall be reviewed annually by the independent auditor.

### **Reporting**

The investment officer, or his/her delegate, shall prepare a monthly report of investment activity. The report shall be designed to provide a clear picture of the status of the current investment portfolio and to allow the city to ascertain if the investment activities during the reporting period conform to this investment policy. The monthly reports shall be maintained in the finance department and shall be available for review by the general public or by city officials. On an annual basis, the investment officer shall provide an annual report of investment activity to the city commission.

### **Adoption by City Commission**

The city commission has adopted this investment policy by resolution on 11/16/98.

[Reaffirmed 6/2/2014]

## **Retirement (Pension) Contributions Policy**

BE IT RESOLVED, the City of Royal Oak shall make pension contributions to the City of Royal Oak Retirement System or its successor in accordance with the recommendation of an independent actuarial valuation which shall be conducted on an annual basis.

BE IT FURTHER RESOLVED, should the weighted average percentage contribution for unfunded actuarial accrued liability recommended by the actuary fall below 2%, the amortization period shall be reduced and the contribution recalculated until a further reduction would result in a percentage in excess of 2% or until the amortization period is

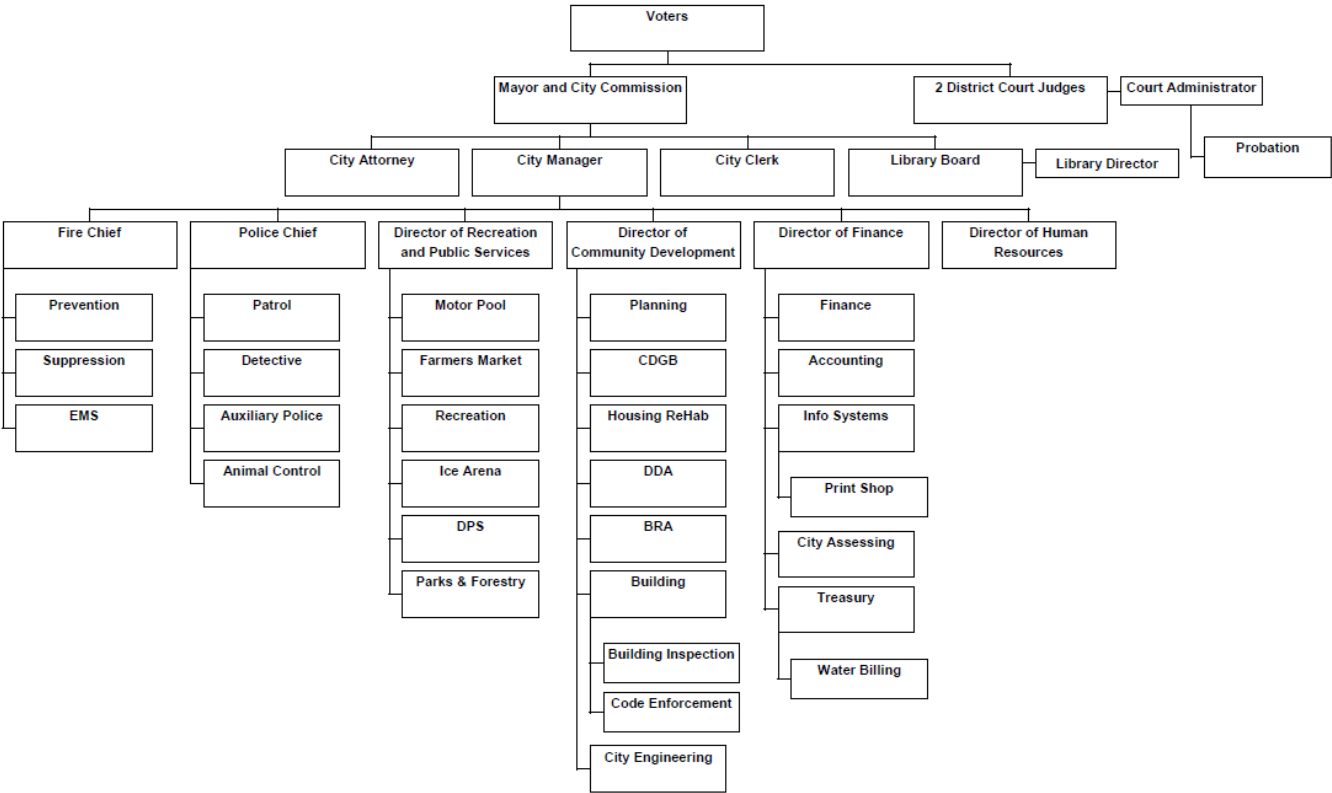
reduced to 20 years. This reduction in the amortization period shall be permanent.

BE IT FURTHER RESOLVED, should the unfunded actuarial accrued liability fall below zero, the overfunding credit shall be calculated using an amortization period of not less than 30 years

[Adopted 4/7/2008]  
[Reaffirmed 6/2/2014]



Organizational Chart



City of Royal Oak

Authorized Full-time Employees by Function/Program\*

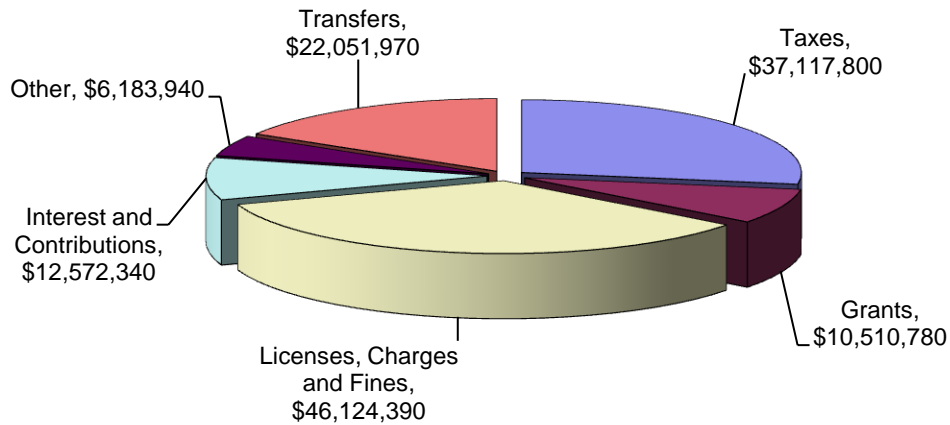
Function/Program	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
<b>44th District</b>									
<b>Court/Probation</b>	22	22	22	22	20	21	20	20	22
<b>Administrative Services</b>									
Manager	2	2	2	2	1.5	1.5	2.5	2.5	4.5
Attorney	4	5	4	4	2.5	2.5	2.5	3.5	3.5
City Clerk	4	4	4	5	4	4	4	5	5
Human Resources	4	4	4	4	2	2	2	2	3
State Construction Code	11	11	11	8	5	5	5	6	11
Ordinance Enforcement	5	5	4	6	4	2	2	5	5
Engineering	10	10	10	10	9	9	7	7	8
Community Development	5	5	5	4	4	4	3	4	3
Planning-Block Grant	2	2	2	2	2	2	1	0	0
Planning-Housing	3	3	3	3	2	1	1	1	1
Finance	6	6	6	6	5.6	5	5	5	6
Assessing	4	4	4	4	4	4	3	3	4
Purchasing	1	1	1	1	0	0	0	0	0
Treasurer	5	5	5	4	4	4	4	3	3
Water Billing	2	2	1	1	1	1	1	1	1
Information Systems	6	6	4	4	4	4	4	4	4
Economic Development	0	0	0	0	0	0	0	0	1
Subtotal	96	97	92	90	75	72	67	72	85
<b>Library</b>	14	13	13	12	12	11	10	10	9
<b>Public Safety</b>									
Police	106	107	103	98	77	77	81	96	97
Fire	65	63	63	62	46	56	56	56	56
Subtotal	171	170	166	160	123	133	137	152	153
<b>Recreation &amp; Public Services</b>									
Public Service									
Parks & Forestry	8	8	8	8	2	8	7	7	7
Building Maintenance	2	2	2	2	2	2	2	2	2
Highway	16	16	14	14	0	0	0	0	0
Motor Pool	12	12	11	11	10	9	9	9	9
Electrical	1	0	0	0	0	0	0	0	0
Solid Waste	1	1	1	2	15	13	14	14	14
Water Maintenance	9	9	9	8	12	8	7	7	7
Water Services	7	6	6	6	5	5	4	4	4
Sewer Maintenance	8	9	9	8	9	8	7	7	7
Auto Parking	3	3	3	3	3	3	3	3	3
Recreation	2	2	2	2	2	2	2	2	2
Ice Arena	1	1	1	1	0	0	0	0	0
Senior Services	2	2	2	2	2	1	1	1	1
Subtotal	72	71	68	67	62	59	56	56	56
<b>Total</b>	<b>353</b>	<b>351</b>	<b>339</b>	<b>329</b>	<b>272</b>	<b>275</b>	<b>270</b>	<b>290</b>	<b>303</b>

\*Report based on home-base allocations not FTE

## All Funds Revenue Summary

Revenues	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Taxes	16,892,540	16,854,160	615,400	-	-	2,755,700	37,117,800
Grants	5,206,560	5,304,220	-	-	-	-	10,510,780
Licenses, Charges and Fines	8,032,070	3,635,250	-	33,565,180	891,890	-	46,124,390
Interest and Contributions	-	730,160	220	25,000	11,799,500	17,460	12,572,340
Other	544,730	308,640	-	128,000	5,202,570	-	6,183,940
Transfers	1,026,000	19,785,000	613,600	492,370	35,000	100,000	22,051,970
<b>Total</b>	<b>31,701,900</b>	<b>46,617,430</b>	<b>1,229,220</b>	<b>34,210,550</b>	<b>17,928,960</b>	<b>2,873,160</b>	<b>134,561,220</b>

### City-Wide Revenue

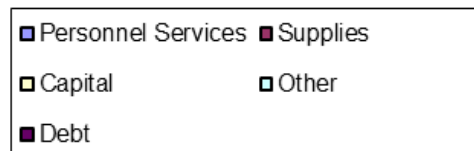
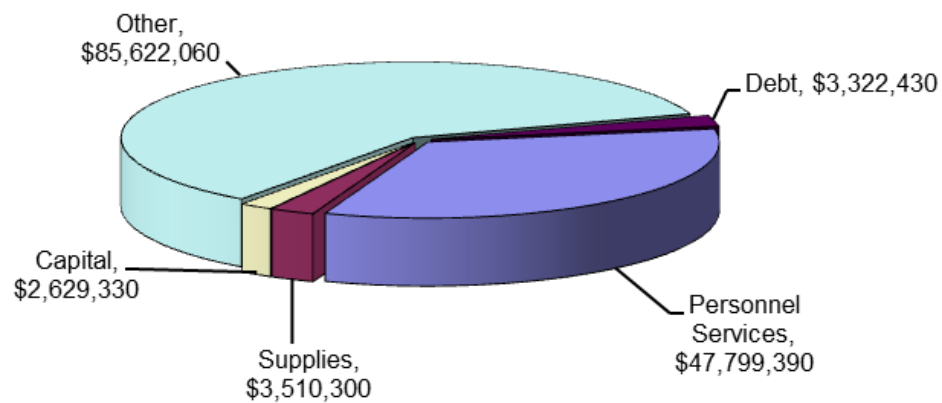


■ Taxes	■ Grants
■ Licenses, Charges and Fines	■ Interest and Contributions
■ Other	■ Transfers

## All Funds Expenditure Summary

Expenditures	General	Special Revenue	Debt Service	Enterprise	Internal Service	Component Unit	Grand Total
Personnel Services	8,949,940	32,381,590	-	3,822,990	2,484,990	159,880	47,799,390
Supplies	410,890	1,248,700	-	768,840	1,080,870	1,000	3,510,300
Capital	218,000	376,350	-	622,500	1,412,480	-	2,629,330
Other	22,986,730	15,387,670	3,000	30,720,640	14,152,660	2,371,360	85,622,060
Debt	-	192,000	1,237,450	1,854,440	38,540	-	3,322,430
<b>Total</b>	<b>32,565,560</b>	<b>49,586,310</b>	<b>1,240,450</b>	<b>37,789,410</b>	<b>19,169,540</b>	<b>2,532,240</b>	<b>142,883,510</b>

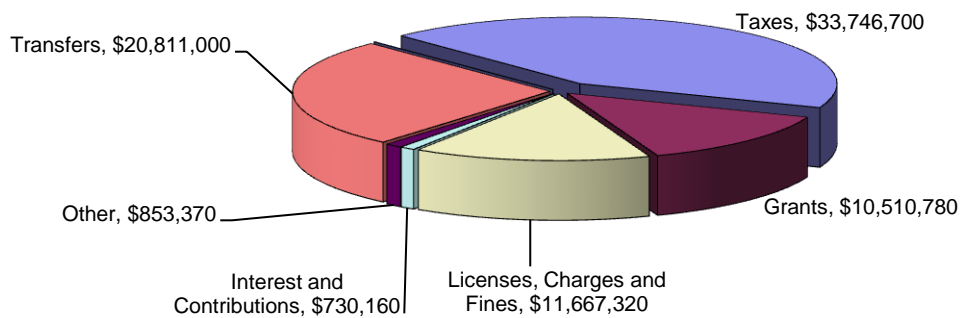
## City-Wide Expenditures



## General & Special Revenue Funds Summary

Revenues	General	Special Revenue	Grand Total
Taxes	16,892,540.00	16,854,160.00	\$ 33,746,700
Grants	5,206,560	5,304,220	\$ 10,510,780
Licenses, Charges and Fines	8,032,070	3,635,250	\$ 11,667,320
Interest and Contributions	-	730,160	\$ 730,160
Other	544,730	308,640	\$ 853,370
Transfers	1,026,000	19,785,000	\$ 20,811,000
<b>Total</b>	<b>\$ 31,701,900</b>	<b>\$ 46,617,430</b>	<b>\$ 78,319,330</b>

## General & Special Revenue Funds Revenue

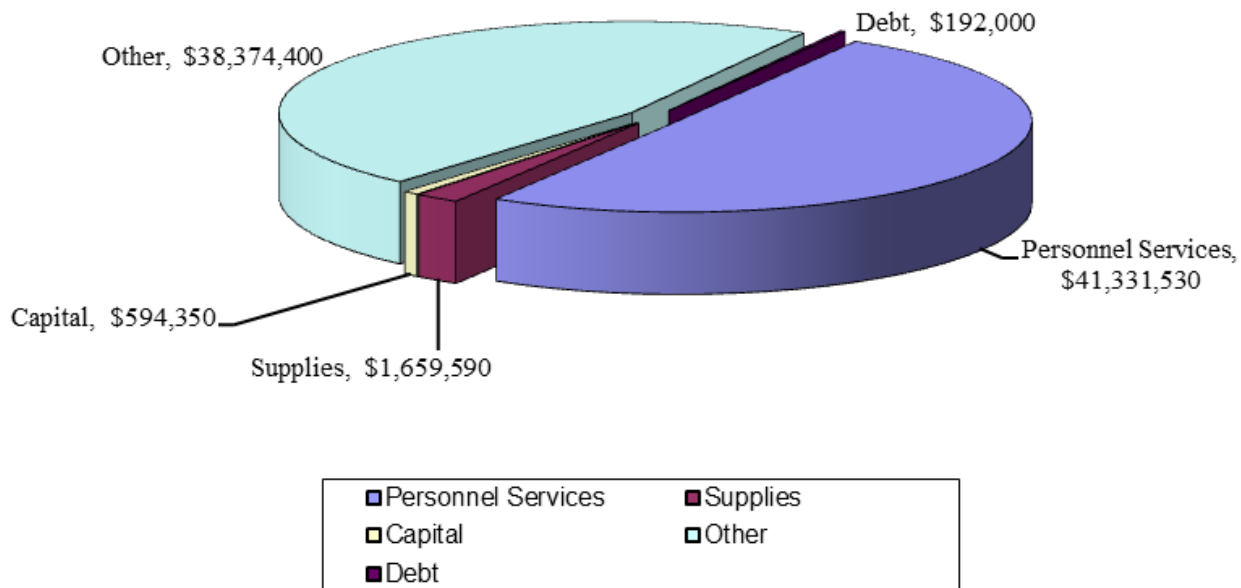


■ Taxes	■ Grants
■ Licenses, Charges and Fines	■ Interest and Contributions
■ Other	■ Transfers

## General & Special Expenditure Funds Summary

Expenditures	General	Special Revenue	Grand Total
Personnel Services	8,949,940.00	32,381,590.00	\$ 41,331,530
Supplies	410,890	1,248,700	\$ 1,659,590
Capital	218,000	376,350	\$ 594,350
Other	22,986,730	15,387,670	\$ 38,374,400
Debt	-	192,000	\$ 192,000
<b>Total</b>	<b>\$ 32,565,560</b>	<b>\$ 49,586,310</b>	<b>\$ 82,151,870</b>

## General & Special Expenditure Funds







# FINANCIAL TRENDS

The financial trends in this section of the budget report show year-to-year comparisons and projections in the following categories.

Taxable Value

Tax Allocation

City Millage Rates

State Shared Revenue

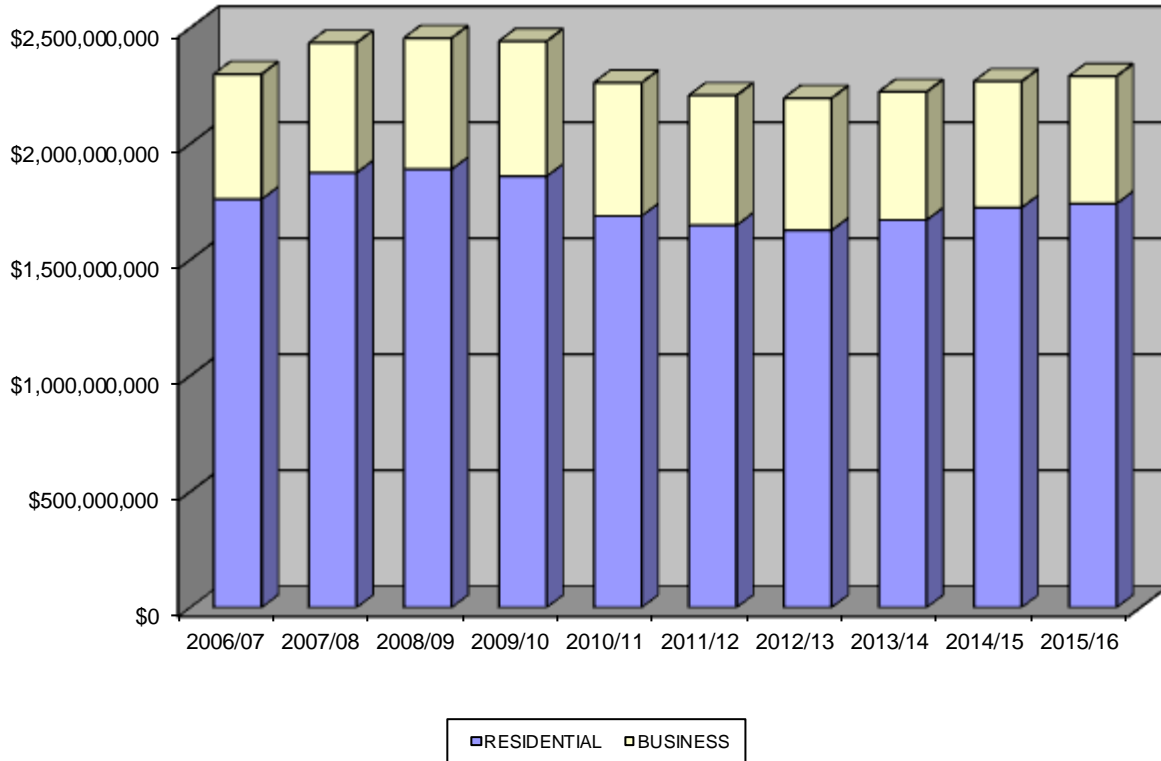
Millage Summary

Interest Income

Millage Rate Comparison

Debt Projections

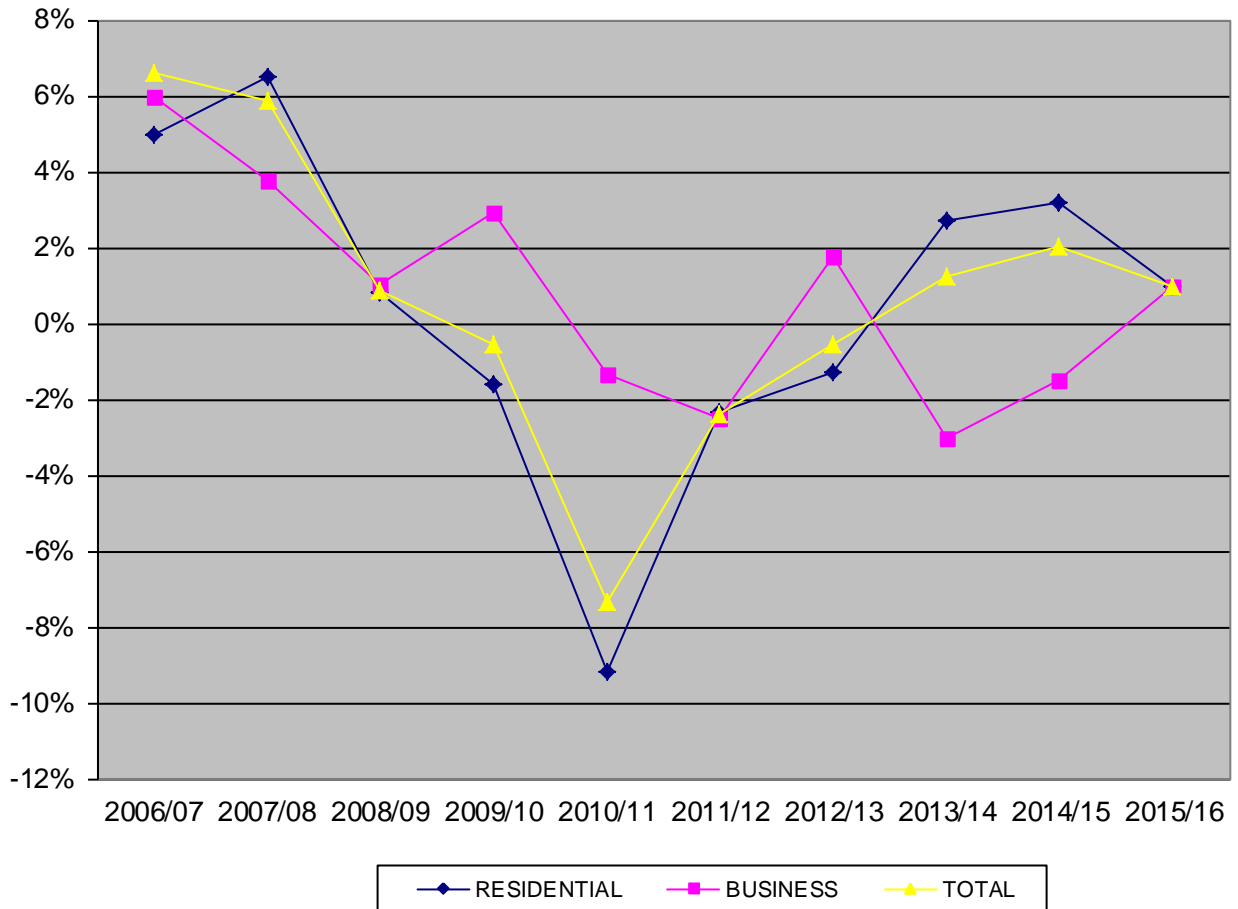
### Taxable Value: Residential + Business Ten Years Actual & Two Years Projected



Taxable value, the basis for tax revenue, increased 2.01% based on valuations after the March board of review process. However, due to the new personal property tax legislation it has been estimated that the city will lose at least an additional \$6 million in personal property during the July board of review. The tax revenue line-items in the adopted fiscal year 14-15 budget have taken into account the additional anticipated loss of personal property. Oakland County's county-wide taxable value is reported to increase 1.65% which is once again less than Royal Oak's increase. To be conservative, in the forecasted years, the city's taxable values are projected to increase 1% each year.

Fiscal Year	By Class					CHANGE
	RESIDENTIAL	INDUSTRIAL	PERSONAL	COMMERCIAL	TOTAL	
2006-07	1,760,779,950	54,154,390	130,043,660	355,053,760	2,300,031,760	6.62%
2007-08	1,875,049,470	56,432,540	124,894,290	378,328,500	2,434,704,800	5.86%
2008-09	1,889,916,570	58,732,400	113,121,190	393,623,270	2,455,393,430	0.85%
2009-10	1,859,817,935	57,320,450	111,014,890	413,633,900	2,441,787,175	-0.55%
2010-11	1,688,549,090	54,329,690	116,007,990	403,781,590	2,262,668,360	-7.34%
2011-12	1,648,632,770	43,977,480	119,051,890	396,588,890	2,208,251,030	-2.41%
2012-13	1,626,988,850	41,045,340	137,095,330	391,226,770	2,196,356,290	-0.54%
2013-14	1,671,311,400	36,914,920	135,277,840	379,835,840	2,223,340,000	1.23%
2014-15	1,724,404,970	36,935,510	131,328,570	375,365,660	2,268,034,710	2.01%
2015-16	1,741,649,020	37,304,865	132,641,856	379,119,317	2,290,715,057	1.00%

### Taxable Value Percent Change By Year

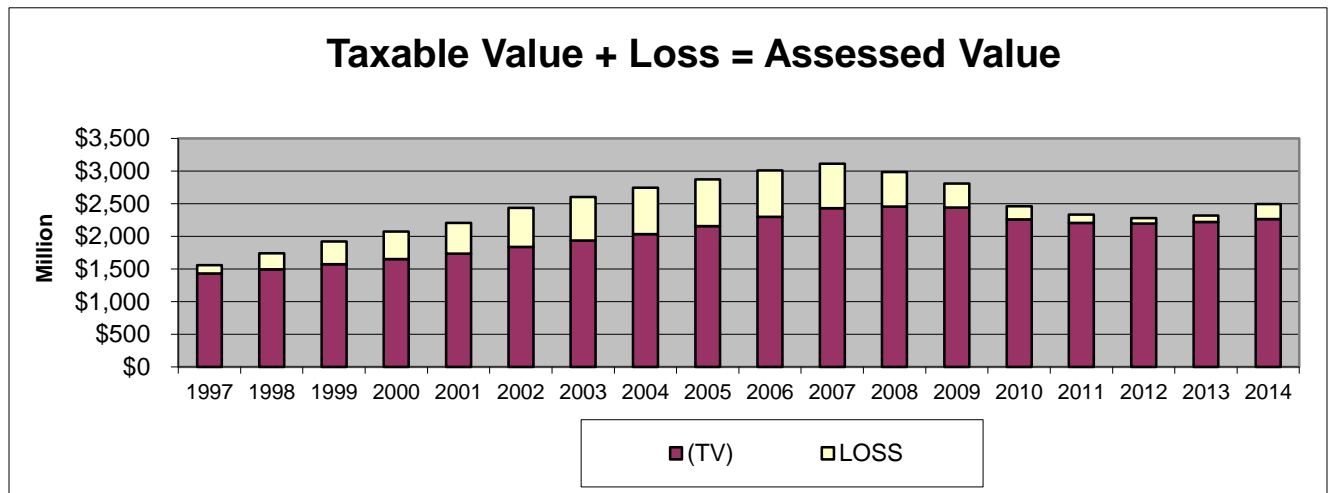


Fiscal year 14-15, average residential taxable value increased 3.2% however commercial and personal property combined for a 1.6% decline.

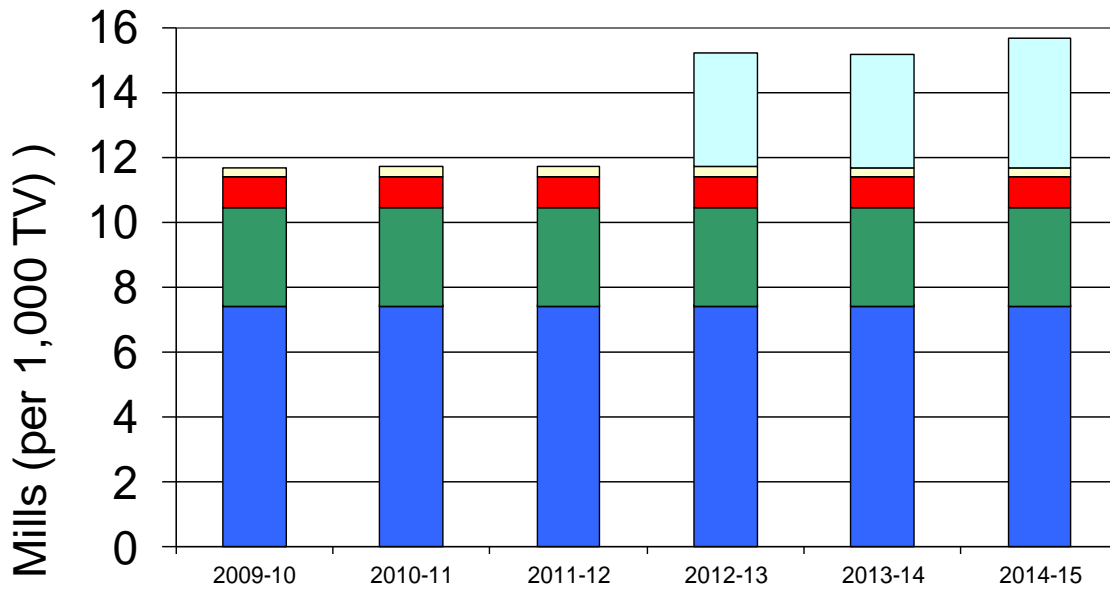
**Proposal A Effect in Royal Oak**  
**Taxable Value v. Assessed Valuation**  
 (Values are in Millions)

<b>July 1</b>	<b>ASSESSED VALUE (SEV)</b>	<b>TAXABLE VALUE (TV)</b>	<b>LOSS</b>	<b>LOSS INCREASE (DECREASE)</b>
1997	1,561	1,433	128	64
1998	1,743	1,499	244	116
1999	1,921	1,577	344	100
2000	2,075	1,652	423	79
2001	2,209	1,739	470	47
2002	2,439	1,841	598	128
2003	2,603	1,938	665	67
2004	2,746	2,038	708	43
2005	2,872	2,157	715	7
2006	3,013	2,300	713	(2)
2007	3,114	2,435	679	(34)
2008	2,986	2,455	531	(148)
2009	2,808	2,442	366	(165)
2010	2,462	2,263	199	(167)
2011	2,335	2,208	127	(72)
2012	2,279	2,196	83	(44)
2013	2,320	2,223	97	14
2014	2,497	2,268	229	132

Proposal A of 1994 amended the state Constitution changing the property taxation base from state equalized value (SEV) to taxable value (TV). The annual increase in taxable value to each parcel is limited by the parcel's SEV or to the rate of inflation (CPI) or 5% whichever is less. The chart and graph on this page show the widening result of this through 2005 when the gap reached \$715 million. In 2005 and 2006 the trend flattened out. After 2006, the trend reversed and the gap closed. It reduced \$34 million in 2007 then \$148 million in 2008, \$165 million in 2009, \$167 million in 2010, \$72 million in 2011 and \$44 million in 2012. In 2013 the loss gap has again begun to widen again and continues to expand significantly in 2014.



### City Tax Rate



■ General ■ Publicity ■ Waste ■ Library ■ Debt ■ Public Safety

### City Ad Valorem Tax Rates

Millage Rate	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
General Operations	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947	7.3947
Publicity	0.0213	0.0216	0.0234	0.0239	0.0225	0.0223	0.0218
Solid Waste	2.7664	3.0129	3.0129	3.0129	3.0129	3.0129	3.0129
Library	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597	0.9597
Fire Debt Retirement	0.2912	0.2971	0.3224	0.3338	0.3363	0.3006	0.2910
Public Safety	0.0000	0.0000	0.0000	0.0000	3.4750	3.4750	3.9750
<b>TOTAL</b>	<b>11.4333</b>	<b>11.6860</b>	<b>11.7131</b>	<b>11.7250</b>	<b>15.2011</b>	<b>15.1652</b>	<b>15.6551</b>

### Downtown Development Authority - Specific Tax Rate - Operations

DDA Operating Levy	1.6831	1.6477	1.6477	1.6477	1.6477	1.6477	1.6477
City & DDA Operations	13.1197	13.0810	13.3337	13.3608	16.8488	16.8129	17.3028

### General Operating Levy

#### City Charter amendment 04/01/1957

Up to 11.0000 mills authorized by the charter (limited to 7.3947 mills by Headlee rollback) for any governmental purpose. A 7.3947 mill levy is budgeted for fiscal year 2014-15.

### Publicity Levy

#### Public Act 359 of 1925 - MCL 123.881 Publicity tax; limit. Sec. 1. [Excerpt]

The common council of any city ... in this state, shall have the power to levy a special tax not to exceed in any 1 year 4 mills on the dollar of the assessed valuation of all taxable property within the said city or village, to be used for advertising, exploiting and making known the industrial, commercial, educational or recreational advantages of the said city ..., and to establish recreational and educational projects for the purpose of encouraging immigration to, and increasing the trade, business and industries of the said city or village: Provided, however, that such tax levy shall not exceed 50,000 dollars in any 1 year. The Headlee millage limit is 2.6888 mills, however the \$50,000 limit prevails; therefore 0.0218 mill is budgeted.

### Refuse Levy

#### Public Act 298 of 1917 as amended-MCL 123.261 Garbage disposal plants or systems in cities [Excerpt, underlining added] Sec. 1.

(1) The city council of a city, whether organized under the general law or special charter, ... may establish and maintain garbage systems or plants for the collection and disposal of garbage in the city or village, and may levy a tax not to exceed 3 mills on the taxable value of all taxable property in the city or village according to the valuation of the property, as made for the purpose of state and county taxation by the last assessment in the city or village for these purposes ..... (2) As used in this act, "garbage" means any putrescible and non-putrescible solid wastes, except body wastes, and includes ashes, incinerator ash, incinerator residue, street cleanings, solid market wastes, solid industrial wastes, and also rubbish including such items as paper, cardboard, tin cans, yard clippings, wood, glass, bedding, crockery, and litter of any kind. The Headlee millage limitation and the levy is 2.0164 mills.

### Refuse Levy

#### City Charter amendment 08/08/2006

As authorized in a city charter amendment this millage was first levied in the summer of 2007,

Therefore, it expired after the 2011 levy. The Headlee limit and levy was last levied at 0.9965 mills. It was

renewed in November 2011. The renewal allows the city to levy a millage for a period not to exceed five (5) years up to 1.000 mill, to defray the costs of refuse collection, disposal and curbside recycling. The budget provides for a levy of 0.9965 mills.

### Library Operations Levy

#### Public Act 164 of 1877 as amended-MCL 297.210a Free Public Library in the city.

#### Voter approved millage 11/04/2003

Up to 1.0000 mill is authorized for reconstructing, furnishing, equipping and operating the city's existing library for 20 years. The millage expires after 2023. The Headlee limitation and levy is 0.9597 mill for fiscal year 2014-15.

### Fire Bond Debt Service Levy

#### P.A. 31 of 1948 (1<sup>st</sup> Ex. Session) as amended

#### Voter approved bond issue 05/15/2001

A full faith and credit tax millage authorized to pay debt service of building authority series 2001A bonds. This issuance was advance refunded in 2012 and is now called series 2012. This millage expires after 2021. A reduced millage rate due in part to refunding is budgeted at 0.2910 mill for fiscal year 2014-15.

### Public Safety Levy

#### City Charter Amendment 11/06/2013

Authorized in chapter 8, section 11 (as amended) in the city charter, this language allows the city to levy a millage for a period not to exceed five (5) years of up to 3.975 mills, to defray the costs for police, fire and emergency medical services. On November 6, 2012 the voters of Royal Oak approved this millage and it was immediately placed on the 2012 winter tax bill in the amount of 3.475 mills. The fiscal year 14-15 budget provides for a levy of 3.975 mills, a 0.5 mill increase as anticipated and conveyed during the millage implementation plan.

### CITY OF ROYAL OAK DOWNTOWN DEVELOPMENT AUTHORITY

### DDA General Operations Levy

#### P.A. 197 of 1975 DDA Act-MCL 125.1662 Ad valorem tax--Commission adopted 11/02/1976

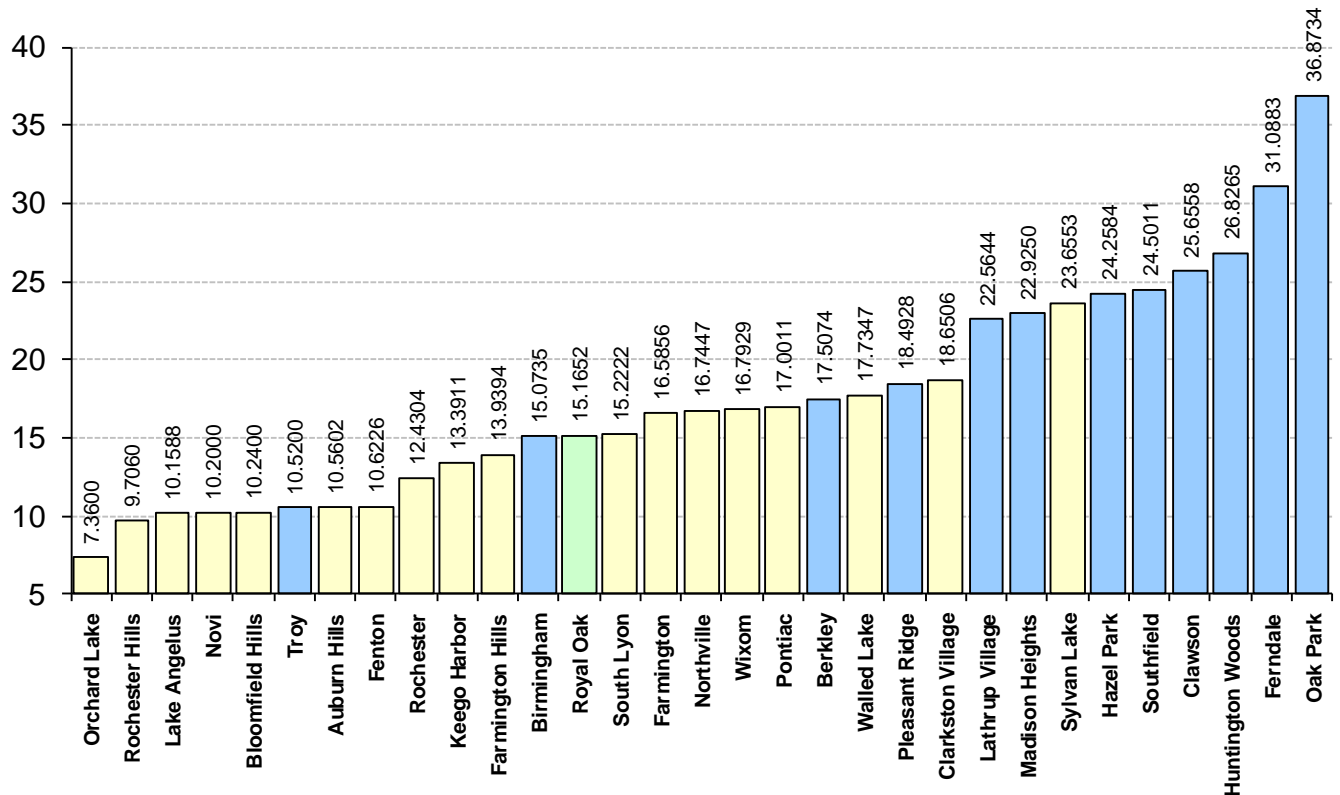
Sec. 12. (1) An authority with the approval of the municipal governing body may levy an ad valorem tax .... in the downtown district. The tax shall be ..... not more than 2 mills if the downtown district is in a municipality having a population of less than 1,000,000. This is only for the purposes provided by Act 197 beginning with the duty to correct and prevent deterioration in business districts. The Headlee limitation and the levy is budgeted at 1.6477 mills for fiscal year 2014-15.

## FY 2014 Millage Rate Comparison

Cities/Villages in Oakland County

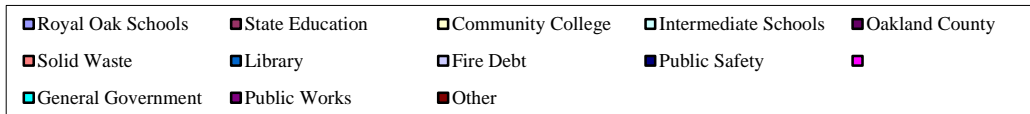
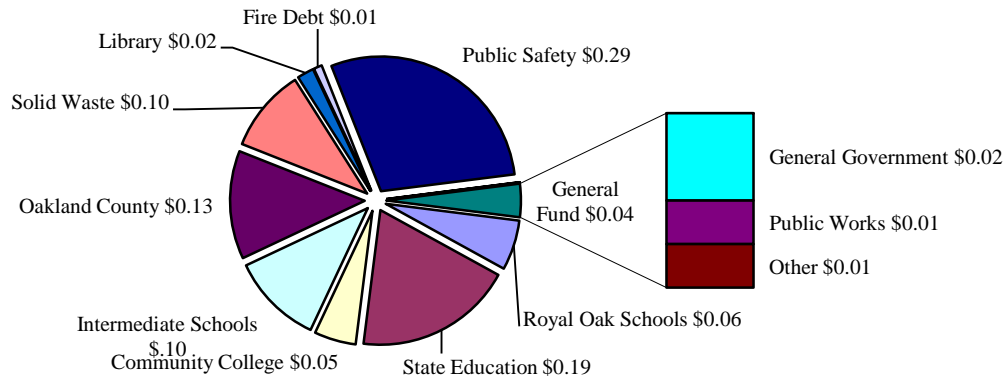
(Average Millage Rate = 17.8)

Blue bar represents a bordering neighbor



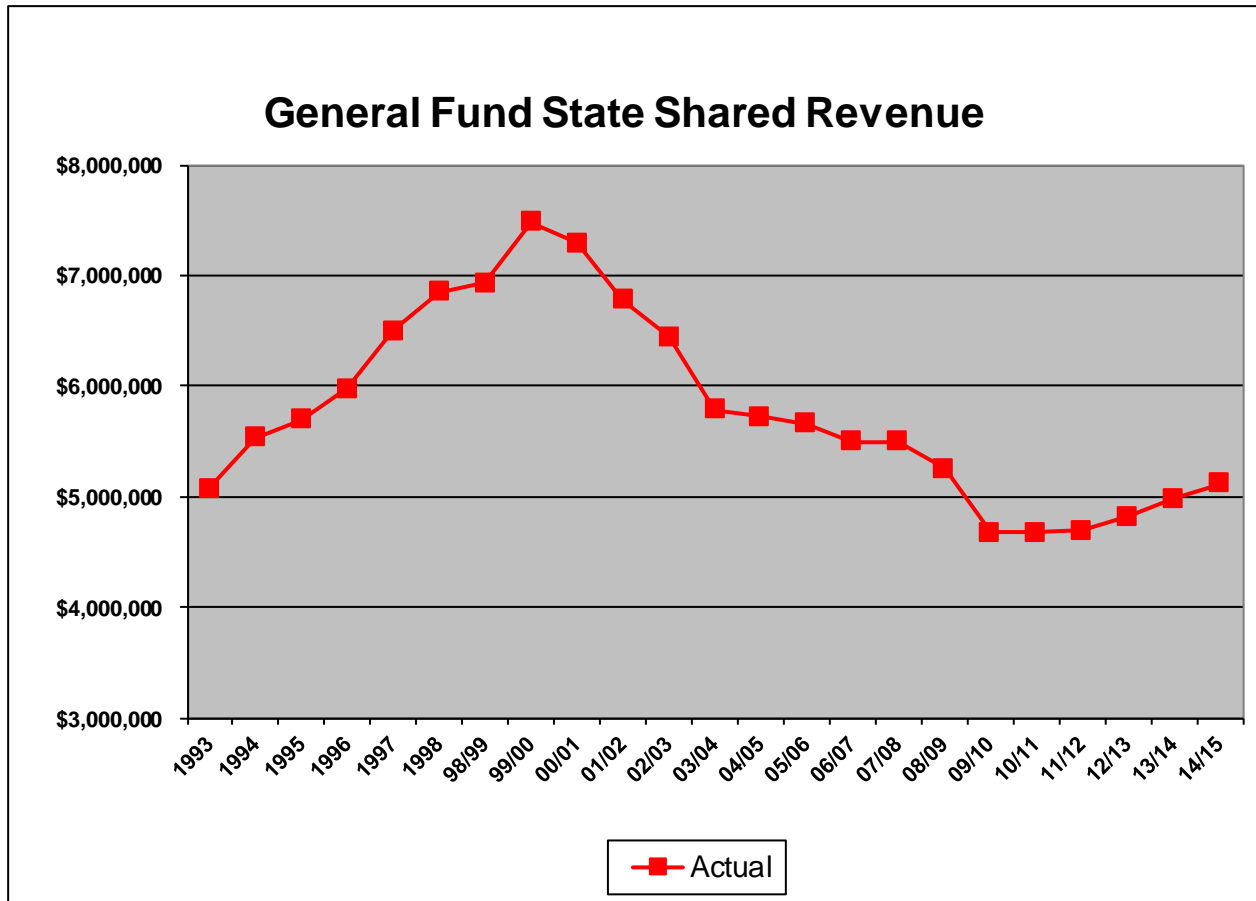
\*Updated (2014-15) millage rates are not reported until June

The graph illustrates that the City of Royal Oak has a position less than the median relative to all of the cities/villages in Oakland County. The proposed 14-15 millage rate would cause Royal Oak to shift to the median position.



Forty percent of taxes support city services in Royal Oak. Sixty percent of real tax revenue supports the county and schools.



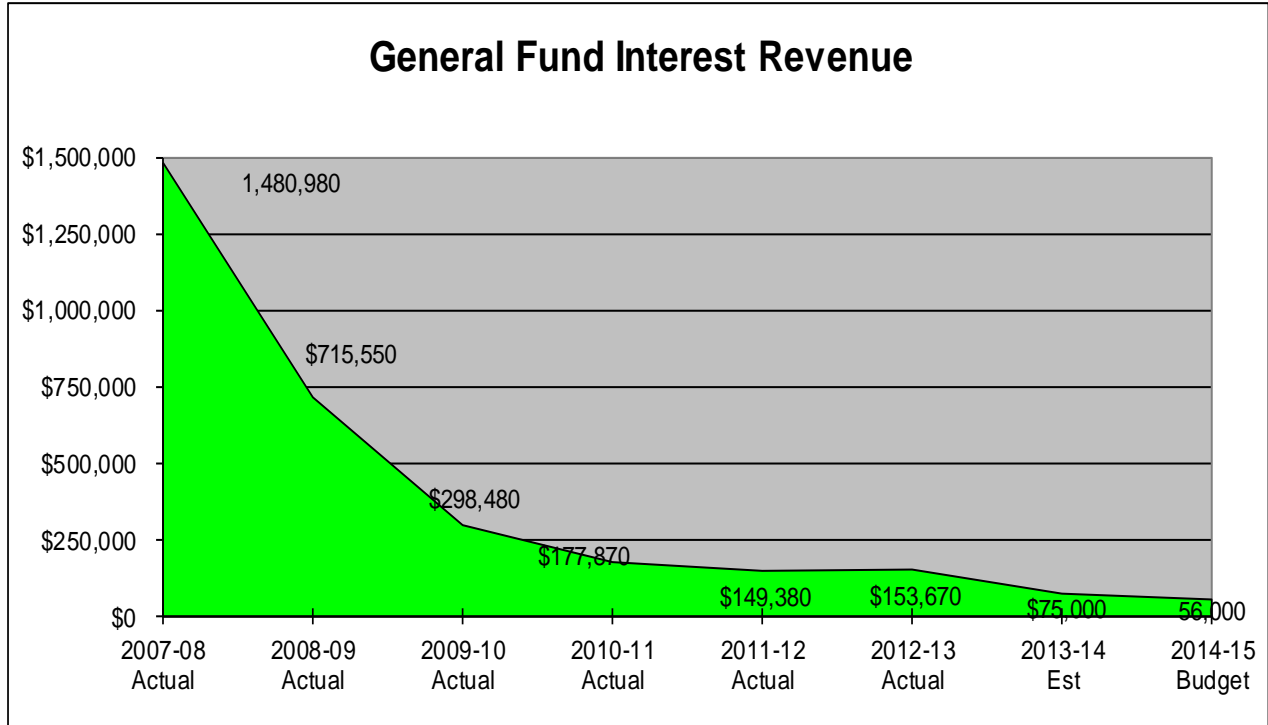


The Michigan legislature has dramatically reduced distributions of state shared revenue of sales tax receipts since fiscal year 2000-2001. The amount received in fiscal year 2009-10 is almost as low as the fiscal year 1992-93 distribution. It seems to have leveled out over the past few years. The formula was fully funded in 2001 but population dropped in the 2010 census. The constitutional formula is set by the voters and cannot be affected by the legislature. Statuary payments to cities have been reduced by the legislature each year beginning in 2002. First there were challenges to municipalities

Headlee tax rate limits, and by Proposal A to taxable value. The past fifteen years, local governments have had to contend with the dilemma that state shared revenue is drastically being reduced. This leaves the local unit of government with the position of having to reduce services or find some creative way to raise new revenue (which has its restrictions). The full EVIP(Statutory) funding has been budgeted for fiscal year 2013-14 and a slight increase is budgeted for fiscal year 2014-15, based on the State of Michigan's projection.

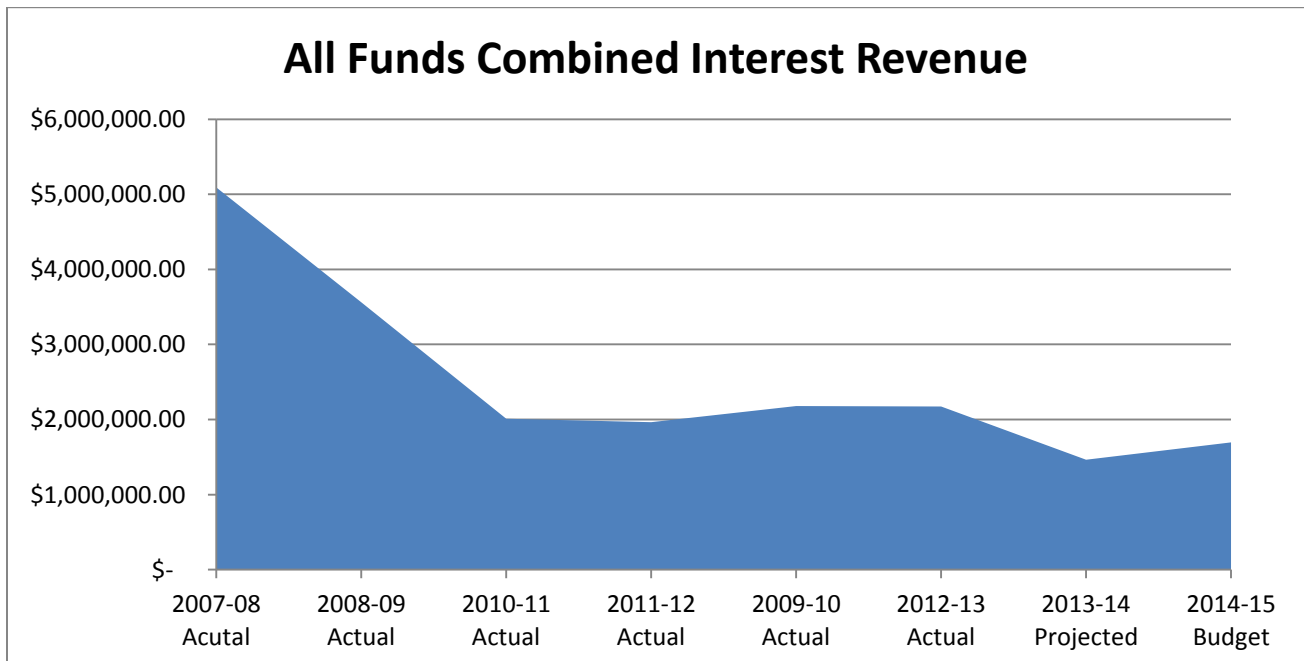
## Financial Trends – State Shared Revenue

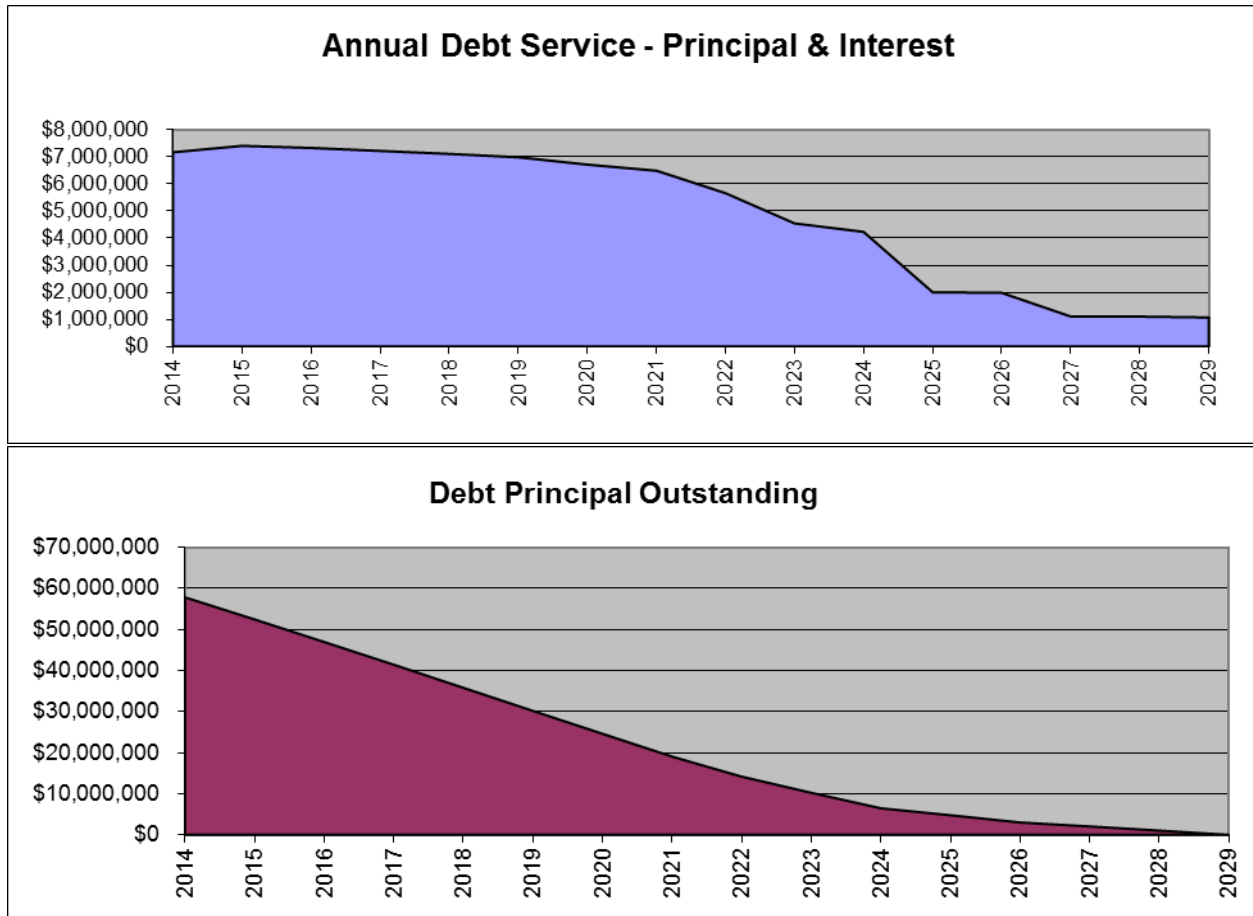
		State Shared Revenue			
<u>Fiscal</u>	<u>Year</u>	<u>Constitutional</u>	<u>Statutory</u>	<u>Actual</u>	
	1993			5,071,275	Uses 1990 census
	1994			5,531,742	
	1995			5,695,931	
	1996			5,975,120	
	1997	3,914,919	2,578,011	6,492,930	
	1998	3,978,040	2,874,568	6,852,608	
	98/99	4,094,535	2,831,659	6,926,194	
	99/00	4,433,959	3,046,331	7,480,290	Formula revised
	00/01	3,897,555	3,393,244	7,290,799	
	01/02	3,937,256	2,838,283	6,775,539	Uses 2000 census; fully funded
	02/03	4,003,913	2,436,424	6,440,337	
	03/04	3,960,423	1,827,848	5,788,271	Reductions begin anew
	04/05	4,054,936	1,670,243	5,725,179	
	05/06	4,123,971	1,537,506	5,661,477	
	06/07	4,038,279	1,456,481	5,494,760	
	07/08	4,173,107	1,319,767	5,492,874	
	08/09	3,935,742	1,319,775	5,255,517	
	09/10	3,815,174	859,079	4,674,253	
	10/11	3,861,430	812,823	4,674,253	
	11/12			4,692,859	
	12/13			4,819,580	
Projected	13/14			4,980,000	EVIP Implemented
Projected	14/15			5,115,000	



As recent as a couple of years ago, funds were able to significantly supplement their operations with interest income earned on cash balances. Unfortunately, this too has changed. Interest rates earned on the city's cash have fallen drastically as well as cash levels from which interest rates are calculated. In fiscal year 2007-08, the general fund earned nearly \$1.5

million to help offset its operating expenditures. The general fund earned (of interest income) only \$150,000 in fiscal year 2012-13 mostly due to lower interest rates. The general fund fiscal year 2014-15 interest income is budgeted nearly \$1.4 million less than the peak in fiscal year 2007-08.





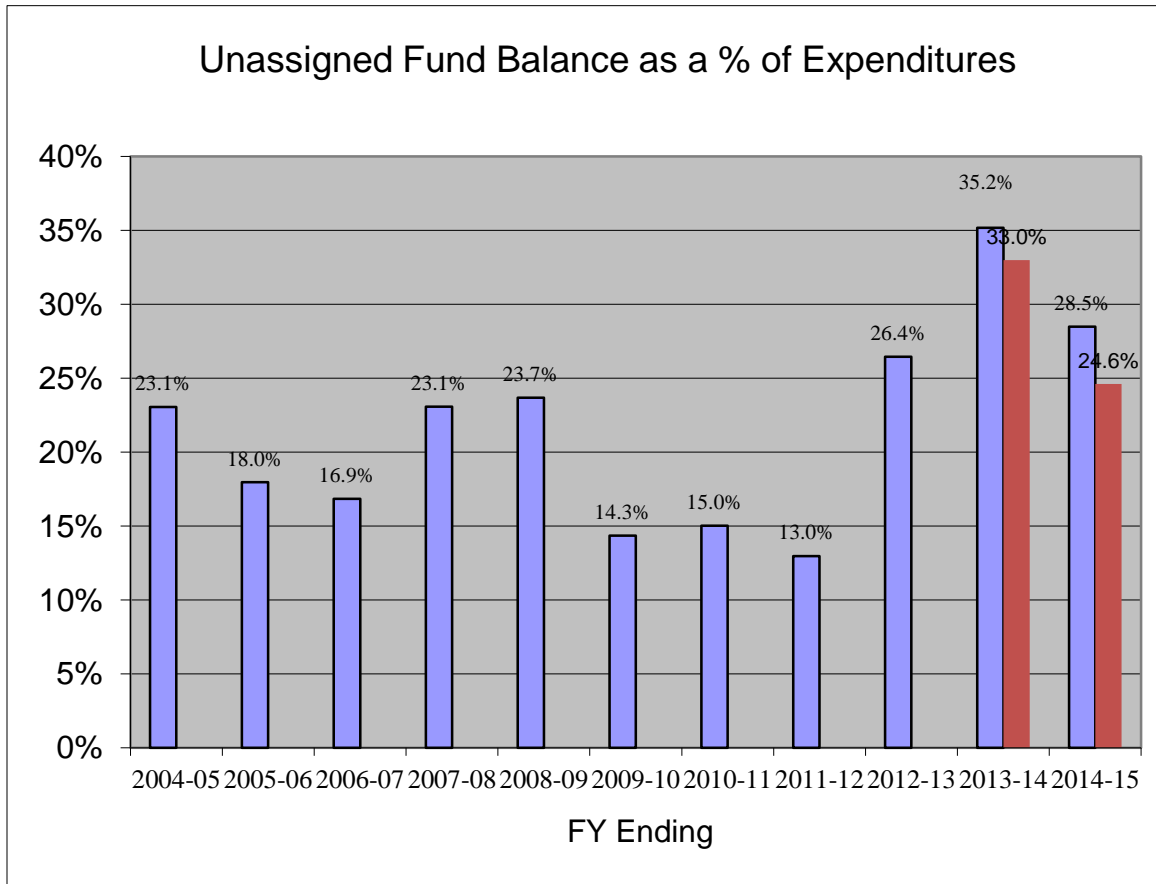
Fiscal Year Ending	Annual Debt Service	Principal Outstanding
6/30/2014	7,165,756	57,818,356
6/30/2015	7,403,682	52,431,434
6/30/2016	7,325,401	46,954,946
6/30/2017	7,217,297	41,411,825
6/30/2018	7,107,579	35,798,505
6/30/2019	6,982,248	30,176,309
6/30/2020	6,711,326	24,599,063
6/30/2021	6,488,016	19,062,906
6/30/2022	5,659,175	14,178,248
6/30/2023	4,544,964	10,241,224
6/30/2024	4,230,861	6,467,980
6/30/2025	2,005,737	4,775,640
6/30/2026	1,982,882	3,023,497
6/30/2027	1,109,392	2,058,803
6/30/2028	1,107,911	1,041,167
6/30/2029	1,072,822	(0)

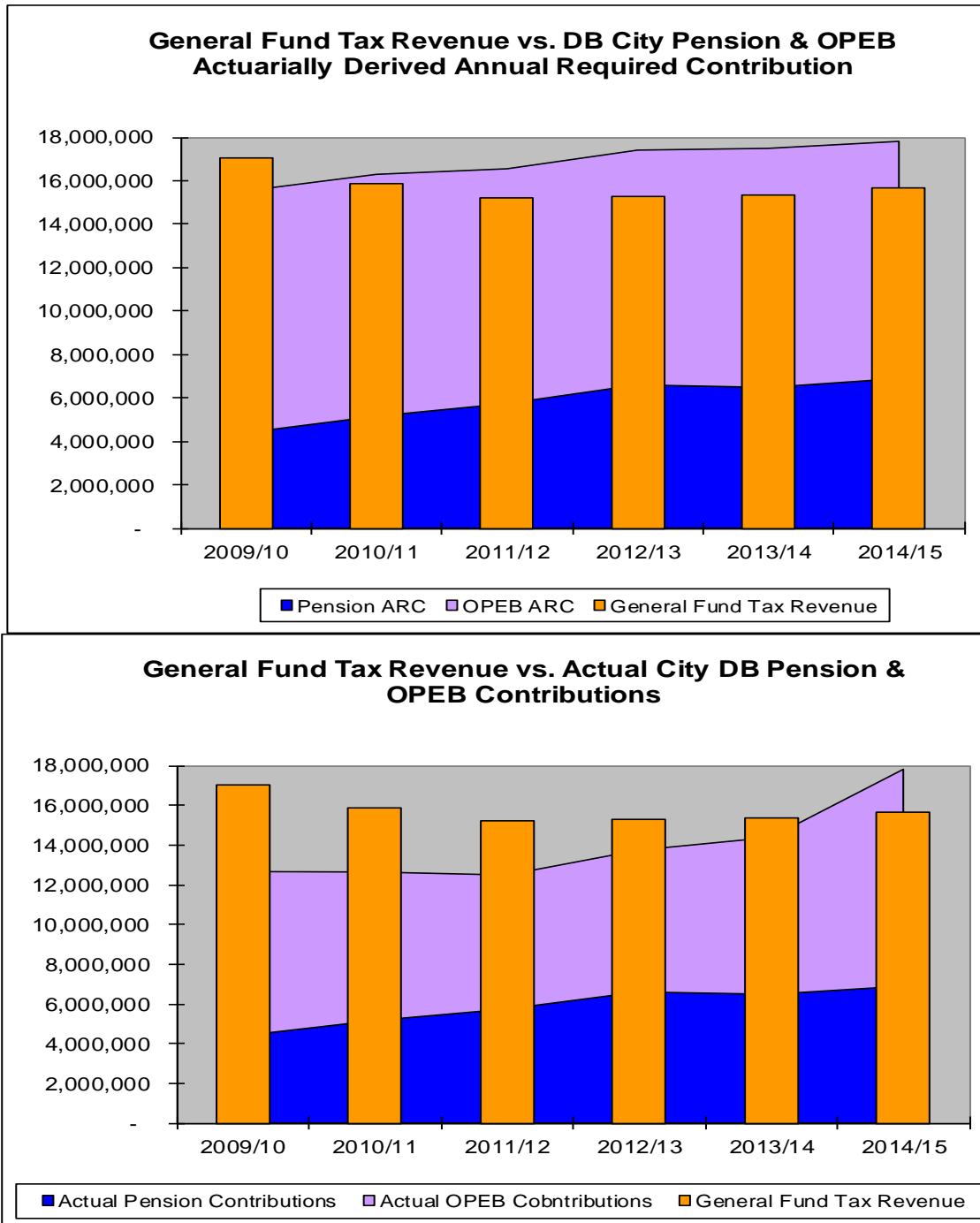
**General Fund**

Unassigned fund balance as a percentage of expenditures  
Fiscal Year 2004-05 to 2014-15

<u>Fiscal Year</u>		<u>Expenditures</u>	<u>Unassigned Fund Balance</u>	<u>Percent</u>
2004-05		28,763,993	6,634,320	23.1%
2005-06		32,950,805	5,921,341	18.0%
2006-07		33,506,340	5,646,783	16.9%
2007-08		34,344,518	7,928,121	23.1%
2008-09		35,133,900	8,323,551	23.7%
2009-10		36,469,831	5,233,096	14.3%
2010-11		34,800,450	5,221,748	15.0%
2011-12		33,696,290	4,374,352	13.0%
2012-13		27,949,060	7,391,788	26.4%
2013-14	Estimated	28,819,830	10,139,678	35.2%
2014-15	Estimated	32,565,560	9,276,018	28.5%

The City Commission of Royal Oak has set the goal for the general fund to maintain undesignated fund balance of not less than 10% and not more than 25% of expenditures. This policy will be reviewed during the special budget meetings. The public safety fund is combined with the general fund unassigned fund balance since it significantly funds police, fire, and EMS operations.





The top graph illustrates that the city's combined pension and OPEB actuarially derived ARC exceeds the general fund tax revenue in the past five (5) years. In accordance with state requirements historically the city has contributed the full pension ARC however the city hasn't contributed the full OPEB ARC in most

recent years. Fortunately, the bottom graph illustrates that for fiscal year 14-15 the city (all funds) is budgeting to contribute the full pension and OPEB ARCs. The full ARCs are in excess of the total general fund tax revenue for fiscal year 2014-15, totaling over \$17.9million.

## **GENERAL FUND**

The general fund is the city's major operating fund. Property taxes from the city's general tax millage/levy is recorded in this fund. General administration and some public works functions are services provided from this fund.

Mayor/Commission - 101.101

Court – 101.136

Probation – 101.151

Manager – 101.172

Elections – 101.191

Finance – 101.201

Assessor – 101.209

Attorney – 101.210

Clerk – 101.215

Human Resources – 101.226

Administration – 101.248

Treasurer – 101.253

City Office Building – 101.265

Parks & Forestry – 101.266

Building Maintenance – 101.267

Ordinance Enforcement 101-372

Community Development – 101.400

Animal Protection Services –101.430

Electrical – 101.443

Engineering – 101.447

Street Lighting – 101.448

Economic Development – 101.728

Cable Communications – 101.834

Community Promotion – 101.835

Dream Cruise – 101.836

Arts, Beats & Eats – 101.837

Transfers-Out – 101.965

***The mission of the general fund is to record all revenue not required by state statute or local law to be reported separately, and to show the legal expenditure of those monies.***

The general fund is typically the largest operating fund of any municipality. The City of Royal Oak is no exception; its revenue exceeds \$30.7 million (including transfers-in from other funds).

Over 90% of general fund revenue is from property taxes, state grants, fines and forfeitures, and charges for services. Property

tax revenue alone makes up nearly half of revenue. The base operating millage is authorized by City Charter in Chapter 8 Section 4.11(a).

A secondary source of general fund revenue includes licenses and permits, interest and rentals, contributions and donations, other revenue plus transfers-in to the general fund.

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### GOALS

1. Provide for the proper collection of revenue to defray the cost of service delivery for the general purpose operations of the City of Royal Oak.

### OBJECTIVES

- Strive for diversified, stable revenue sources in order to protect against short- or long-term fluctuations in any single revenue source that would adversely affect the delivery of essential services. <sup>GOAL 1</sup>
  - Review fees and charges for services to ensure that they cover the full cost, or a pre-determined percentage thereof, of providing the service. <sup>GOAL 1</sup>
-



**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

**REVENUES** - Total general fund revenue is budgeted to increase 0.4% relative to fiscal year 13-14 projected revenue. Tax revenue for the city is budgeted to increase 1.7%/\$270,000 for fiscal year 2014-15. The fiscal year 14-15 budget incorporates the anticipation of additional personal property tax revenue losses during the July board of review process due to state legislation eliminating personal property taxes for businesses having personal property with a true cash value of less than \$80,000. The budget forecast assumes a conservative 1% increase in tax revenue after fiscal year 2014-15 however the outlook is uncertain due to the recent outbreak of proposed state legislation effecting municipal taxing authority. State shared revenue, another significant revenue source is budgeted to increase 2.7% / \$135,000 based on the state's projection. Dog licenses are budgeted to decrease 64%/\$45,000 due to the recent surge in the licensing cycle. Landlord licenses are budgeted to decrease 50% / \$160,000 due to the anticipated cycle as this license renewal surged the last two fiscal years. Interest income is budgeted to fall 25%/\$19,000 due to smaller fund balance levels. Transfer in from ROOTS is budgeted to increase 91%/\$12,400 for an additional paid intern in the city manager office. The \$1,000,000 transfer in from the auto parking fund continues to be budgeted in compliance with the net non-capital asset policy.

**EXPENDITURES** – Total general fund expenditure is budgeted to increase 13% mostly due to increased transfers and increased OPEB contributions. Transfer out to the public safety fund is budgeted at \$18.6 million, an increase of 6.8%/\$1,180,700. The forecast demonstrates the need to transfer out to the public safety fund nearly \$23 million by fiscal year 18-19. Unfortunately, this level of transfer is prohibitive for the general fund, therefore an addition millage on top of a public safety millage renewal may be needed or expenditures significantly cut in order to balance the budget. In an effort to help address the city's legacy cost problems, the full OPEB ARC contribution has been budgeted for fiscal year 14-15 in the amount of \$1,910,560 (a \$553,850 increase) and the full OPEB ARC also is budgeted in the remaining years of the forecast. The full OPEC ARC budgeted across all funds amounts to \$10.9 million. In accordance with legal requirements, the full pension ARC is budgeted. The balance of noteworthy program information is can be found in the significant note sections section (an orange box) within each of the budget document cost centers.

**FUND BALANCE** – general fund fund balance levels are projected higher than policy provides however when combined with the public safety fund fund balance fiscal year 14-15 ends at 25% of expenditures (policy fund balance is 10% to 25% of expenditures). It is important to view these two funds fund balance together as public safety is a general government function and the general fund sweeps over the amount necessary to support the fund after applying the public safety millage and other public safety revenue that is generated. By the end of the forecast, the general fund is projected to have a negative 11.5% fund balance. This forecast demonstrates a need for an additional public safety millage in addition to a public safety millage renewal if the funding of the full OPEB ARC continues into future years. At the expiration of the public safety millage, the combined fund balance is projected at approximately 13% of expenditures.

### General and Public Safety Funds Budget Summary

General Fund Summary	2013-2014 Estimated Year End	2014-2015 Recommended Budget	2015-2016 Projected Budget	2016-2017 Projected Budget	2017-2018 Projected Budget	2018-2019 Projected Budget
Beginning Fund Balance	7,391,788	10,139,678	9,276,018	7,358,618	6,028,978	762,498
Revenues	30,554,120	30,675,900	30,872,300	30,990,260	31,189,800	31,310,940
Expenditures	28,819,830	32,565,560	33,765,700	35,775,900	37,182,280	38,400,440
Net	1,734,290	(1,889,660)	(2,893,400)	(4,785,640)	(5,992,480)	(7,089,500)
Transfers from other funds	1,013,600	1,026,000	976,000	826,000	726,000	646,000
Net Change in Fund Balance	2,747,890	(863,660)	(1,917,400)	(3,959,640)	(5,266,480)	(6,443,500)
Ending Fund Balance	10,139,678	9,276,018	7,358,618	6,028,978	762,498	(5,681,002)
Fund Balance as a percentage of Expenditures	35.18%	28.48%	21.79%	16.85%	2.05%	-14.79%
Public Safety Beginning Fund Balance	2,277,340	2,312,450	1,437,850	306,100	105,520	97,770
Public Safety Revenues	8,587,020	9,694,520	9,620,020	9,703,350	9,787,510	9,872,510
Public Safety Fund Expenditures(Net of Transfer from General Fund)	26,346,210	29,544,120	30,226,770	31,178,930	32,170,260	33,202,490 (23,329,980)
Net	(17,759,190)	(19,849,600)	(20,606,750)	(21,475,580)	(22,382,750)	( )
Transfers from other funds	17,794,300	18,975,000	19,475,000	21,275,000	22,375,000	23,275,000
Net Change in fund balance	35,110	(874,600)	(1,131,750)	(200,580)	(7,750)	(54,980)
Public Safety Ending Fund Balance	2,312,450	1,437,850	306,100	105,520	97,770	42,790
General and Public Safety Funds combined Fund Balance as a percentage of Expenditures	32.99%	24.62%	17.07%	13.32%	1.82%	-11.58%

**Important Note:** In the above table, ending fund balance equals unassigned fund balance.

**Important Note:** Ending fund balances exclude the assignment of fund balance in the amount of \$2,630,000 for the underpayment of OPEB (underpayment to the Retiree Health Care Trust relative to general employees) by the Police / Fire / Ambulance Departments in fiscal years 2011-12 and 2012-13. OPEB contributions for public safety did not keep pace with the general employees OPEB contributions in those years in order to prevent public safety personnel lay-offs. This assignment is intended to set-aside monies to potentially be contributed to the OPEB Trust. The assignment notification to the City Commission took place on the May 20, 2013 City Commission Agenda. An in depth discussion regarding the assignment will take place when the City develops "a medium and long-range plan to address the City's financial needs including legacy costs", a city objective.

## Revenues

101-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	18,508,990	5,347,680	8,360,760	13,620	2,066,900	2,346,590	36,644,540
2011-2012 Actual	16,665,770	6,391,280	8,017,490	0	851,930	2,181,000	34,107,470
2012-2013 Actual	16,524,290	4,911,250	8,500,580	0	656,710	368,630	30,961,460
2013-2014 Original Budget	16,590,000	4,890,540	7,664,870	0	687,230	913,600	30,746,240
2013-2014 Adjusted Budget (Dec)	16,590,000	4,890,540	7,679,870	0	687,230	913,600	30,761,240
2013-2014 Six Month Actual	15,929,600	1,783,070	4,177,100	0	286,330	0	22,176,100
2013-2014 Estimated Year End	16,587,540	5,071,560	8,321,290	0	573,730	1,013,600	31,567,720
2014-2015 Dept Request	16,892,540	5,206,560	8,032,070	0	544,730	1,026,000	31,701,900
2014-2015 Manager's Budget	16,892,540	5,206,560	8,032,070	0	544,730	1,026,000	31,701,900
2014-2015 Adopted Budget	16,892,540	5,206,560	8,032,070	0	544,730	1,026,000	31,701,900
2015-2016 Projected Budget	17,048,940	5,206,560	8,072,070	0	544,730	976,000	31,848,300
2016-2017 Projected Budget	17,206,900	5,206,560	8,032,070	0	544,730	826,000	31,816,260
2017-2018 Projected Budget	17,366,440	5,206,560	8,072,070	0	544,730	726,000	31,915,800
2018-2019 Projected Budget	17,527,580	5,206,560	8,032,070	0	544,730	646,000	31,956,940

## Expenditures

GENERAL FUND	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	28,555,590	387,380	0	5,857,480	0	34,800,450
2011-2012 Actual	27,110,320	409,140	0	6,176,830	0	33,696,290
2012-2013 Actual	7,073,690	188,530	13,170	20,673,670	0	27,949,060
2013-2014 Original Budget	7,478,820	302,480	240,000	22,583,540	0	30,604,840
2013-2014 Adjusted Budget (Dec)	7,485,810	302,480	240,000	22,597,040	0	30,625,330
2013-2014 Six Month Actual	3,482,130	128,880	0	10,950,830	0	14,561,840
2013-2014 Estimated Year End	7,239,830	293,060	94,280	21,192,660	0	28,819,830
2014-2015 Dept Request	8,949,940	410,890	218,000	22,986,730	0	32,565,560
2014-2015 Manager's Budget	8,949,940	410,890	218,000	22,986,730	0	32,565,560
2014-2015 Adopted Budget	8,949,940	410,890	218,000	22,986,730	0	32,565,560
2015-2016 Projected Budget	9,206,750	410,890	165,000	23,983,060	0	33,765,700
2016-2017 Projected Budget	9,474,190	410,890	75,000	25,815,820	0	35,775,900
2017-2018 Projected Budget	9,752,820	410,890	75,000	26,943,570	0	37,182,280
2018-2019 Projected Budget	10,043,040	410,890	75,000	27,871,510	0	38,400,440

***The mission of the mayor and commission is to govern the City of Royal Oak in such a manner as to provide a safe, healthy and sustainable community.***

As provided for in the city charter, Royal Oak has a commission-manager form of government. A commission consisting of a mayor and six commissioners has full power and authority, except as herein otherwise provided, to exercise all the powers conferred upon the city.

The commission appoints the manager as the chief administrative officer of the city. The commission selects the city manager on the basis of his executive and administrative qualifications.

The commission constitutes the legislative and governing body of the city, possessing all the powers herein provided for, with power and authority to pass ordinances and adopt resolutions as they shall deem proper in order to exercise any or all of these powers possessed by the city.

The members of the commission are elected on a non-partisan ballot by the city at large. Any person to be eligible for the office of mayor or commissioner must have attained the age of 25 years, and be a resident of the territory included

in the City of Royal Oak at least two years immediately preceding election, and a freeholder of said city.

The commission is composed of six commissioners and a mayor elected by the city-at-large on a nonpartisan ballot. Three commissioners are elected to four-year terms every two years to ensure experienced legislators at all times. The mayor is elected for a two-year term.

The mayor is the presiding officer of the commission. In the absence of the mayor, the mayor pro-tem is the presiding officer.

Each elected official has one vote that can be cast on each motion. Appointed officials do not have a vote. Four members of the commission constitute a quorum and may conduct city business. Ordinance and resolutions require four affirmative votes to be approved.

City commission meetings are held every first and third Monday of the month (with some exception) at 7:30 p.m. in the commission chambers of City Hall at 211 Williams. Meetings are open to the public and are broadcast on WROK channels 55/10.

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## GOALS

1. Perform all city operations as efficiently and effectively as possible.

## OBJECTIVES

- Provide additional budgetary resources for staff and commissioner training.<sup>GOAL1</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Training and education increased by \$4,500 to meet the city commission's goal of providing additional budgetary resources for commission training.

## Budget Summary

### Expenditures

101-101 MAYOR/COMMISSION	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	5,030	700	0	16,770	0	22,500
2011-2012 Actual	6,160	210	0	18,570	0	24,940
2012-2013 Actual	4,830	340	0	17,630	0	22,800
2013-2014 Original Budget	5,120	700	5,000	22,700	0	33,520
2013-2014 Adjusted Budget (Dec)	5,120	700	5,000	22,700	0	33,520
2013-2014 Six Month Actual	2,000	510	0	11,300	0	13,810
2013-2014 Estimated Year End	5,120	880	4,280	18,620	0	28,900
2014-2015 Dept Request	4,540	750	0	28,100	0	33,390
2014-2015 Manager's Budget	4,540	750	0	28,100	0	33,390
2014-2015 Adopted Budget	4,540	750	0	28,100	0	33,390
2015-2016 Projected Budget	4,540	750	0	28,100	0	33,390
2016-2017 Projected Budget	4,540	750	0	28,100	0	33,390
2017-2018 Projected Budget	4,540	750	0	28,100	0	33,390
2018-2019 Projected Budget	4,540	750	0	28,100	0	33,390

## Cost Center Position Detail – Home Base

Full & Part-time Employees

Mayor/Commission		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.1	0.1	n/a	n/a	n/a
Part-time Total		0.0	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.0

***The mission of the 44<sup>th</sup> District Court is to provide an environment for objective legal dispute resolution.***

The 44<sup>th</sup> District Court, a judicial court of the State of Michigan, is comprised of three divisions: the judicial, court clerks and probation. The costs for the first two divisions are in this district court budget. The probation budget follows, next.

The court is responsible for all civil, traffic and criminal cases that transpire within the boundaries of the City of Royal Oak.

Under supervision of the chief judge, the court administrator serves as the executive officer for the 44th District Court. The court administrator is responsible for the administrative management of all non-judicial functions of the court. This includes personnel management, scheduling and case management, record management, jury utilization and other administrative duties.

The civil section maintains records on general civil, landlord/tenant and small claims cases and is responsible for the scheduling, processing and noticing of these cases.

The traffic section is responsible for maintaining records and processing all traffic civil infractions, parking violations, and code enforcement proceedings.

The criminal section maintains records on all misdemeanor and felony offenses and is responsible for the processing, scheduling and noticing of all criminal cases in the court.

The court has two judges that handle all civil and criminal trials, preliminary hearings, formal hearings, appeals, arraignments, bench warrants, etc. A portion of the judge's salaries are paid by the State of Michigan. The court also has two part-time magistrates, who together hear over 9,000 informal hearings and small claims cases.

The court is the collection agency for all traffic tickets, parking tickets, misdemeanors, and code violations.

With the continued aggressive collections program that the 44<sup>th</sup> District Court has maintained, the court has historically had one of the highest collection rates in the State of Michigan.

The 44<sup>th</sup> District Court became the first court in the tri-county area to implement e-citations and e-commerce. This enables police officers to print the tickets in their police car and download the information directly into court computers saving time and money. At the same time e-commerce allows people receiving traffic tickets to pay their tickets directly on-line via the web. Because of this and other innovative measures that the court has taken in recent years we have been able to reduce costs.

The court building debt is currently supported by the Downtown Development Authority.

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## GOALS

1. To provide a fair venue for resolving traffic and ordinance, civil, criminal, small claims and landlord/tenant legal disputes.
2. To provide efficient, effective and safe resolution services for legal dispute.

## OBJECTIVES

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

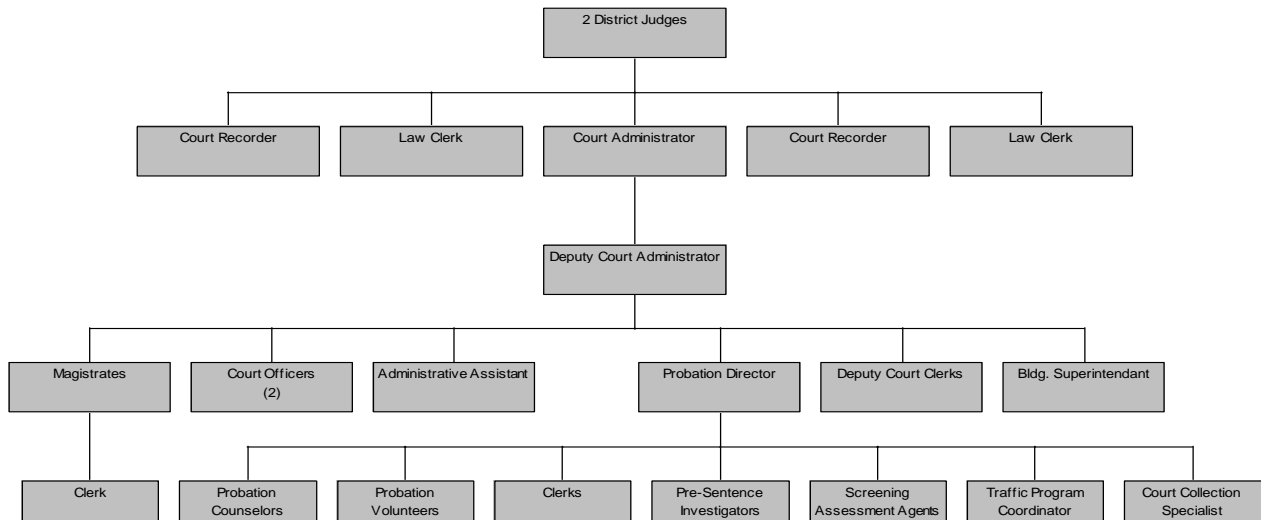
Personnel costs are budgeted to increase due to an additional court clerk position due to the increased workload in recent years. Contracted legal counsel is budgeted to increase \$25,000 due to additional public defenders being used. The forecast does not take into consideration the court consolidation with Berkley.

**Budget Summary****Expenditures**

<b>101.136 DISTRICT COURT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	2,150,080	33,680	0	250,930	0	2,434,690
2011-2012 Actual	2,260,490	42,230	0	193,950	0	2,496,670
2012-2013 Actual	2,316,790	43,800	0	235,320	0	2,595,910
2013-2014 Original Budget	2,281,070	56,500	0	312,100	0	2,649,670
2013-2014 Adjusted Budget (Dec)	2,281,070	56,500	0	312,100	0	2,649,670
2013-2014 Six Month Actual	1,143,800	32,550	0	106,290	0	1,282,640
2013-2014 Estimated Year End	2,287,080	57,500	0	308,610	0	2,653,190
2014-2015 Dept Request	2,593,420	57,500	0	347,000	0	2,997,920
2014-2015 Manager's Budget	2,593,420	57,500	0	347,000	0	2,997,920
2014-2015 Adopted Budget	2,593,420	57,500	0	347,000	0	2,997,920
2015-2016 Projected Budget	2,671,030	57,500	0	347,000	0	3,075,530
2016-2017 Projected Budget	2,751,980	57,500	0	347,000	0	3,156,480
2017-2018 Projected Budget	2,836,430	57,500	0	347,000	0	3,240,930
2018-2019 Projected Budget	2,924,530	57,500	0	347,000	0	3,329,030

\*Forecast does not include assumptions related to the consolidation with the Berkley Court.

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

District Court	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>									
District Court Judge	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Court Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Court Administrator	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Office Manager (Court)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Judicial Secretary/Recorder	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Court Supervisor - Criminal	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Court Supervisor - Traffic	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Administrative Assistant	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Chief Account Clerk (Court)	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Court Officer	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
District Court Clerk III	5.0	6.0	7.0	7.0	7.0	7.0	7.0	7.0	7.0
District Court Clerk II	2.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	2.0
Court Bailiff Law Clerk	0.0	0.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0
Full-Time Total	19.0	19.0	19.0	19.0	17.0	18.0	18.0	17.0	18.0
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available				6.1	5.4	n/a	n/a	n/a
Cost Center Total	19.0	19.0	19.0	19.0	23.1	23.4	18.0	17.0	18.0



***The mission of the probation division of the district court is to assist law offenders with rehabilitation in an effort to eliminate any offenses from re-occurring.***

This division of the 44<sup>th</sup> District Court is responsible for the supervision, counseling, and referral of defendants placed on probation. The probation division at the 44th District Court is a full service probation department that also performs all alcohol screening assessments and pre-sentence investigations. Other services provided include assisting with securing training, schooling and employment.

Due to jail overcrowding at the Oakland County Jail, the 44<sup>th</sup> District Court has developed several alternative programs through the probation division. Prisoners who would ordinarily be sent to jail but are not a threat to society such as those convicted of driving on a suspended license, are placed in TROOP, an alternative work program.

The TROOP participants are ordered to perform hours of community service in the City of Royal Oak such as picking up leaves in our parks, planting flowers in city flower beds, cleaning the Boys and Girls Club, and other civic and charitable deeds within the Community.

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## GOALS

1. To assist judges with sentencing by providing particular reports, professional analysis and rehabilitation services.
- 

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Personnel costs are budgeted to increase for an additional probation officer due to increased workload in recent years. The forecast does not take into consideration the court consolidation with Berkley.

## Budget Summary

### Expenditures

101.151 PROBATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	400,600	1,230	0	1,390	0	403,220
2011-2012 Actual	405,020	770	0	1,390	0	407,180
2012-2013 Actual	405,250	3,250	0	930	0	409,430
2013-2014 Original Budget	395,330	10,000	0	5,800	0	411,130
2013-2014 Adjusted Budget (Dec)	395,330	10,000	0	5,800	0	411,130
2013-2014 Six Month Actual	184,590	1,570	0	490	0	186,650
2013-2014 Estimated Year End	442,900	10,000	0	5,500	0	458,400
2014-2015 Dept Request	566,450	10,000	0	4,500	0	580,950
2014-2015 Manager's Budget	566,450	10,000	0	4,500	0	580,950
2014-2015 Adopted Budget	566,450	10,000	0	4,500	0	580,950
2015-2016 Projected Budget	581,630	10,000	0	4,500	0	596,130
2016-2017 Projected Budget	597,460	10,000	0	4,500	0	611,960
2017-2018 Projected Budget	613,950	10,000	0	4,500	0	628,450
2018-2019 Projected Budget	631,140	10,000	0	4,500	0	645,640

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Probation		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Director of Probation		1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Pre-Sentence Director		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Probation Officer		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0
Court Bailiff Law Clerk		0.0	0.0	0.0	0.0	1.0	1.0	0.0	1.0	1.0
Full-Time Total		3.0	3.0	3.0	3.0	3.0	3.0	2.0	3.0	4.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				3.5	3.6	n/a	n/a	n/a
Cost Center Total		3.0	3.0	3.0	3.0	6.5	6.6	2.0	3.0	4.0

***The mission of the city manager is to efficiently and effectively manage the delivery of the city's services as established by the mayor and the city commission's goals, objectives and policies and as prescribed by the city charter.***

The city manager is the chief administrative officer of the city. The manager is chosen by the commission on the basis of his/her executive and administrative qualifications, in addition to other criteria described in the city charter.

The city manager is responsible to the commission for the proper administration of the affairs of the city and makes most appointments, including the heads of departments.

Another important duty involves maintaining effective communications and being available for the city commission. The city manager is required to be present at all meetings of the commission and be present at meetings of its committees and to take part in discussions, but has no vote.

The city manager's office oversees, administers and supervises all departments within the city with the exception of those that are separated by charter. These include the city attorney, city clerk, library director and the 44<sup>th</sup> District Court. The city manager's office acts as the chief operating office for the local government.

The office sets the commission agendas, negotiates with the city's nine (9) bargaining units, coordinates all special projects, works with all neighborhood associations and nonprofit and business groups, and has general control of all operational, financial, support and maintenance functions of the city government.

According to city charter, not later than 30 days before the end of each fiscal year, the city manager must prepare and submit to the commission an annual budget for the ensuing fiscal year, based upon detailed estimates furnished by the finance department and numerous other divisions of the city government.

## GOALS

1. To provide leadership and coordination between the city commission, the administration, RO residents and RO business owners.
2. To prioritize and address the city's administrative matters.
3. To establish administrative policies and procedures to efficiently and effectively manage the city's limited resources.

## OBJECTIVES

- Hire a communications director.<sup>GOAL1</sup>
- Establish a citizen response system.<sup>GOAL1</sup>
- Improve customer service with the hiring of a community liaison to be the single point of contact for permitting processes.<sup>GOAL1</sup>
- Hire a consultant to review and make recommendations to improve the city's website on key metrics identified by staff and approved by the city commission.<sup>GOAL2</sup>
- Provide additional budgetary resources for staff and commissioner training.<sup>GOAL2</sup>
- Hold a public forum on options for addressing unfunded liabilities as part of the commission's budget hearings.<sup>GOAL1</sup>
- Continue evaluation of the option to create a wellness center for Royal Oak employees in partnership with local communities.<sup>GOAL2</sup>

**GOALS****OBJECTIVES**

- Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the city commission.<sup>GOAL3</sup>
- Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the park improvement fund.<sup>GOAL3</sup>
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.<sup>GOAL3</sup>
- Establish a modest budget to support the Royal Oak Commission for the Arts.<sup>GOAL3</sup>
- Establish a modest budget to support the Royal Oak Employee Health and Wellness Committee.<sup>GOAL3</sup>
- Hire a grant coordinator to identify grant opportunities, complete grant applications, and manage reporting for awarded grants.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Projected <u>2015</u>
The City of Royal Oak's overall "American Customer Satisfaction Index" Rating (scale 1-100)	N/A	N/A	N/A	70	N/A	72

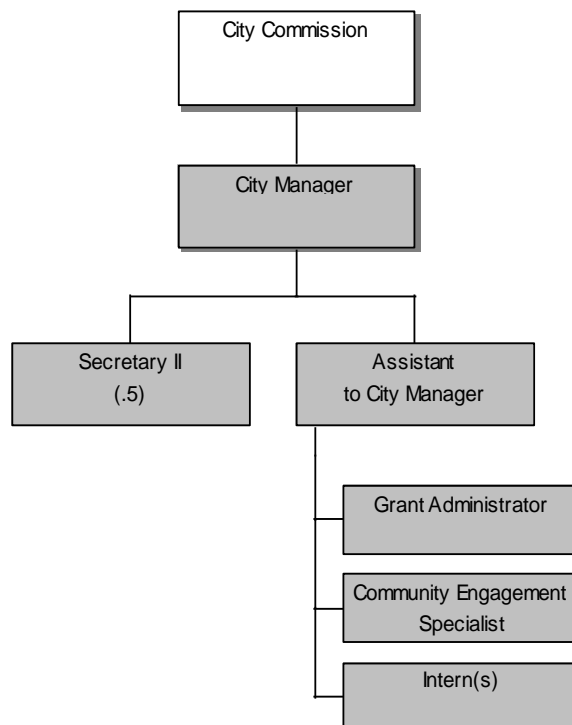
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Personnel costs are budgeted to increase due to the creation of a grant administrator, communications specialist position and a second intern. The intern is budgeted to be funded with a transfer of Royal Oak hospital authority monies. Training and education increased \$1,080, and membership & dues increased by \$460 to meet the city commission's goal of providing "additional budgetary resources for staff and commissioner training," and to accommodate the two new staff positions. Travel expenses increased by \$250 to accommodate additional staff. Telephone service is budgeted to increase \$1,900 for cell phones for the two new positions.

**Budget Summary****Expenditures**

<b>101.172 MANAGER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	280,350	760	0	4,430	0	285,540
2011-2012 Actual	331,910	720	0	3,970	0	336,600
2012-2013 Actual	390,480	250	0	7,120	0	397,850
2013-2014 Original Budget	392,790	1,860	0	9,120	0	403,770
2013-2014 Adjusted Budget (Dec)	392,790	1,860	0	9,120	0	403,770
2013-2014 Six Month Actual	186,400	730	0	3,300	0	190,430
2013-2014 Estimated Year End	428,910	1,400	0	6,910	0	437,220
2014-2015 Dept Request	650,690	1,700	0	13,810	0	666,200
2014-2015 Manager's Budget	650,690	1,700	0	13,810	0	666,200
2014-2015 Adopted Budget	650,690	1,700	0	13,810	0	666,200
2015-2016 Projected Budget	667,260	1,700	0	13,810	0	682,770
2016-2017 Projected Budget	684,470	1,700	0	13,810	0	699,980
2017-2018 Projected Budget	702,350	1,700	0	13,810	0	717,860
2018-2019 Projected Budget	720,930	1,700	0	13,810	0	736,440

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Manager	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
City Manager	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant to City Manager	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Community Engagement Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Grant Administrator	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Secretary II - City Manager	1.0	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5
Full-Time Total	2.0	2.0	2.0	2.0	1.5	1.5	2.5	2.5	4.5
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.0	1.0	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	2.0	1.5	2.5	2.5	2.5	4.5

***The mission of the elections division is to conduct elections in an effective and ethical manner meeting the requirements of the federal and state election law and the city charter.***

The elections division of the city clerk's office maintains the city's qualified voter file (QVF) for the State of Michigan and is responsible for the conduct of elections in the city.

This division provides service to the community by maintaining a permanent absentee voter list and automatically mailing absentee applications to those voters, as requested.

For an election cycle, the division sends ID cards to new voters, mails absentee applications to those who have requested to be on the permanent absentee voter list and mails ballots; orders election supplies including ballots, test ballots and the election program. Prior to every election we participate with the county for a mock election to verify the accuracy of test results. We prepare M-100 tabulators, automarks, ballot boxes and supply boxes for each precinct.

The city's clerk's office prepares precinct lists to be used on Election Day. Staff verifies candidate and ordinance petitions to be placed on the ballots. Voter lists are prepared as

requested by candidates including specific election data and daily lists that are sent to them electronically. Training is conducted for all elections prior to every election to assure compliance with all applicable election laws. The clerk's office was appointed to state training committee in conjunction with the Michigan Department of Elections to produce DVD/online training program for election officials, which was utilized statewide for the 2012 Presidential Election.

The clerk oversees all Election Day activities to make sure elections run smoothly. Election results are processed and sent via modem to the county. Once election results have been tabulated, voter history is updated and scanned into the QVF system. Costs for the election are identified including postage, supplies, payroll, legal notices and ballots.

Voter registration drives are conducted with cooperation of Royal Oak High School (ROHS). We make sure that they have forms to register students and they submit them to our office for processing. The same is done with the nursing homes located within the city.

This office also helps ROHS with their mock elections by providing voting booths for students. This gives students a better understanding of the election process.

## GOALS

1. To effectively administer the election program by keeping informed of relevant legislation and improvements in technology and efficient process.
2. Streamline election process at the polls.
3. Provide timely and accurate election results.

## OBJECTIVES

- Administer two elections for the calendar year 2014.<sup>GOAL1</sup>
- Continue training of election workers prior to each election.<sup>GOAL2</sup>
- Continue utilizing electronic poll books in every election to move lines faster during elections.<sup>GOAL2</sup>
- Appointed to state training committee in conjunction with the Michigan Department of Elections to produce DVD/online training program for election officials, which was utilized statewide for the 2012 Presidential Election. Continuing to serve on committee in 2014.<sup>GOAL3</sup>

## GOALS

## OBJECTIVES

- Utilizing modems for faster election results. <sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Projected <u>2015</u>
GOAL1 Elections	3	1	3	1	2	1
GOAL1 Number of Registered Voters	47,539	48,323	49,034	49,090	50,000	50,000
GOAL2 Registration Applications Submitted	8,417	7,530	7,713	5,389	7,900	8,000
GOAL1 New Valid Registrations	5,089	4,749	5,011	3,586	5,100	5,200
GOAL1 Verified Voters	96	49	74	81	80	80
GOAL1 Active New Voters	3,881	4,806	6,007	4,527	6,100	6,200
GOAL1 Active Voters Cancelled	4,411	4,210	3,959	1,158	4,200	4,200

**Note:** Elections performance Indicators are reported on a calendar year basis as opposed to a fiscal year basis

## Significant Revenue, Expenditure, Staff &amp; Program Notes - Fiscal Year 2014-2015:

Part-time wages, miscellaneous operating expenses, election services, postage, mailing services, advertising and legal notices are budgeted higher due to a gubernatorial election, meaning the elections department will conduct two elections as opposed to one.

The following capital improvement projects for elections for fiscal year 14-15 are as follows:

- Construction of storage building carried over from FY2013-14 \$125,000



## Budget Summary

### Expenditures

<b>101.191 ELECTIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	222,480	8,160	0	14,360	0	245,000
2011-2012 Actual	220,530	22,610	0	9,400	0	252,540
2012-2013 Actual	238,830	24,210	0	8,730	0	271,770
2013-2014 Original Budget	232,640	28,000	125,000	10,950	0	396,590
2013-2014 Adjusted Budget (Dec)	232,640	28,000	125,000	10,950	0	396,590
2013-2014 Six Month Actual	99,230	10,170	0	1,610	0	111,010
2013-2014 Estimated Year End	184,300	28,000	0	10,950	0	223,250
2014-2015 Dept Request	224,840	30,000	125,000	15,400	0	395,240
2014-2015 Manager's Budget	224,840	30,000	125,000	15,400	0	395,240
2014-2015 Adopted Budget	224,840	30,000	125,000	15,400	0	395,240
2015-2016 Projected Budget	229,850	30,000	0	15,400	0	275,250
2016-2017 Projected Budget	235,050	30,000	0	15,400	0	280,450
2017-2018 Projected Budget	240,470	30,000	0	15,400	0	285,870
2018-2019 Projected Budget	246,100	30,000	0	15,400	0	291,500

## ROYAL OAK ELECTION HISTORY

Type of Election	Date	Total Voting	Voters Registered	Percent Voting	AV's counted	AV's Processed
City General	11/5/13	12,555	49,105	25.57%	3605	3886
General Election	11/06/12	34,607	49,034	70.58%	9071	9375
Primary Election	08/07/12	12,356	48,641	25.40%	3450	3801
Presidential Primary	2/28/12	8,119	48,309	16.81%	2849	3187
City General/School	11/8/11	7,456	48,167	15.48%	3,142	3,617
General	11/2/10	23,685	47,539	49.82%	5,587	5,966
August Primary	8/3/10	12,406	47,539	26.10%	3,530	3,911
Berkley School Bond	2/23/10	70	287	24.39%	18	21
City General & School	11/3/09	8,375	47,374	17.68%	3,457	4,112
General & School	11/4/08	36,669	48,187	76.10%	9,935	10,019
Primary	8/5/08	11,426	46,724	24.45%	3,356	3,771
Presidential Primary	1/15/08	11,677	46,279	25.22%	3,254	3,508
City General & School	11/6/07	8,222	46,111	17.83%	3,455	3,958
General	11/7/06	27,746	46,047	60.26%	6,340	6,619
Primary	8/8/06	8,847	46,022	19.22%	3,827	4,215
School Board & Bond - Royal Oak only	5/2/06	6,671	46,538	22.29%	3,675	4,675
City General/School	11/8/05	16,645	47,098	35.34%	4,611	4,894
School Board	5/3/05	9,627	50,125	19.24%	3,559	4,095
School Bond Millage	2/22/05	11,026	49,217	22.4%	3,980	4,273
Presidential	11/2/04	35,203	49,605	70.97%	8,642	8,986
Primary	8/3/04	7,134	48,576	14.69%	3,343	3,798
School	6/14/04	2,388	48,448	4.93%	1,946	3,124
City General	11/4/03	10,808	48,700	22.19%	3,737	3,989
School	6/9/03	5,200	48,377	10.75%	3,130	3,768
General	11/5/02	24,575	48,849	50.31%	5,735	6,079
Primary	8/6/02	13,204	49,930	26.45%	4,554	4,935
School	6/10/02	13,040	49,644	26.27%	4,035	4,354
City General	11/06/01	11,455	51,714	22.15%	4,227	4,488
OC School Millage	09/25/01	5,342	51,508	10.37%	3,051	3,513
School	06/11/01	4,055	52,617	7.71%	2,806	3,509
City Special	05/15/01	13,267	52,064	25.48%	4,334	4,484

***The mission of the finance department is to provide accurate and timely financial services for the City of Royal Oak in the most efficient manner possible.***

The director of finance has the responsibility of the administration of the financial affairs of the city insofar as they relate to the keeping of accounts and financial records and the disbursement of city funds.

The short-term and long-term financial planning, cost allocation, labor contract costing, budget preparation and Capital Improvement Plan coordination (of finances) are performed by the finance department. The budget is prepared in accordance with the city charter and the State's Uniform Budgeting Act. The budget function includes all the personnel costing, cost allocation, monitoring, amendments, forecasts and various financial reports.

The department accounts for approximately 50 funds and 150 cost centers, utilizing 5 different banking institutions. All account records are kept by the finance department showing all the financial transactions of the city including cash receipts, cash disbursements, revenues accrued and liabilities incurred and all transactions affecting the acquisition, custody, and disposition of city property and make such reports of the financial transactions and conditions of the city as required by law, ordinance, or resolution. The CAFR (Comprehensive Annual Financial Report) and compliance (financial) reports for state and federal purposes are prepared by the department as well.

Centralized accounts payable and (most of) payroll functions are performed within the department.

The department supports other city departments with their purchases by providing assistance with bid and quotation solicitation and review of responses for the procurement of goods and services and purchase order processing. The procurement process is currently more decentralized and services are extremely limited due to only limited part-time hours supporting this function.

In accordance with the city ordinance, the director of finance serves as the secretary, treasurer and chief administrative officer for the retirement system and the custodian of its assets. The department is responsible for the preparation of estimated and final pension benefit calculations, monthly pension benefit payments, day-to-day administration of the system and provides all of the data for the actuarial valuations. The director of finance also serves as the administrator to other retiree benefit plans.

The sale of municipal bonds and the maintenance of bond service payments are administered within the department along with the development of utility (water and sewage disposal) rates, various financial reports, certain aspects of risk management and assistance with grant reporting.

The director of finance is responsible for the other fiscal related functions such as treasury, assessing, and information services departments.

## Goals

1. To accurately and timely record all financial transactions as to provide the best financial information to the city commission, city manager, residents and other users; continue to earn the GFOA Certificate of Achievement for Excellence in Financial Reporting.
2. To properly administer the purchasing, payroll, payables, pension functions and accomplish the numerous financial reporting requirements accurately and timely.
3. To facilitate the city's (fiscal) strategic planning and adoption of sound financial policies in an effort to effectively and efficiently manage the city's assets.
4. To develop reports including a budget plan document that excels as an operational guide, financial plan, policy document and communication devise.

## Objectives

- Review the city's cost allocation methodologies and internal service fund charges to verify that they are relevant and reasonable.<sup>GOAL1</sup>
- Re-evaluated banking relationships in an effort to improve bank account efficiencies.<sup>GOAL1</sup>
- Provide, review, adopt and publish various city retirement system policies to provide for the improved administration of the city's retirement system.<sup>GOAL3</sup>
- Hold a public forum on options for addressing pension and OPEB unfunded liabilities as part of the commission's budget hearings.<sup>GOAL3</sup>
- Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the city commission.<sup>GOAL3</sup>
- Work closely with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.<sup>GOAL4</sup>
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.<sup>GOAL4</sup>
- Work closely with departments to prepare more comprehensive goals, objectives and performance measures for all city functions to improve upon the ability to benchmark.<sup>GOAL4</sup>
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
GOAL <sup>2</sup> Bank Statements Reconciled	420	420	210	426	432	432
GOAL <sup>2</sup> Accounts Payable Invoices Processed	16,474	14,228	7,523	16,000	16,000	16,000
GOAL <sup>2</sup> General Payroll Checks/NODs Generated	11,992	11,542	6,172	12,000	12,300	12,300
GOAL <sup>1</sup> Auditors Correcting Entries to Financial Statements	2	3	0	0	0	0
GOAL <sup>2</sup> Estimate/Final Pension Calculations	48/35	35/12	18/7	40/15	40/20	40/20
GOAL <sup>4</sup> GFOA Distinguished Budget Awarded	yes	yes	yes	yes	yes	yes
GOAL <sup>4</sup> GFOA CAFR Awarded	yes	yes	yes	yes	yes	yes
GOAL <sup>2</sup> Bids Prepared	n/a	n/a	n/a	n/a	40	40

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

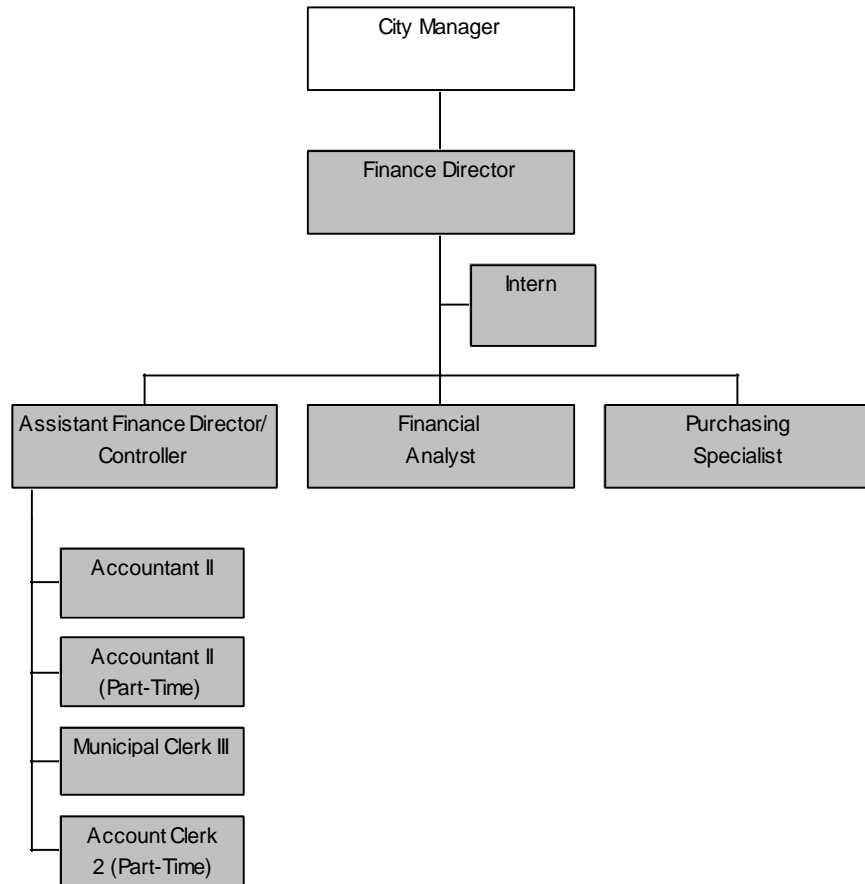
Personnel costs increased due to the request for a full-time purchasing specialist to provide sufficient assistance to various city departments in an effort to increase the number of purchases that are bid resulting in decreased costs and improved public trust. Currently the city does not have any purchasing positions. Wages and other wage based benefits also increased due to the newer staff members advancing through position step increases in addition to an increased allocation of the finance director position to this cost center.

## Budget Summary

### Expenditures

<b>101.201 FINANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	562,300	2,360	0	15,190	0	579,850
2011-2012 Actual	598,560	2,990	0	7,560	0	609,110
2012-2013 Actual	600,780	3,580	0	8,250	0	612,610
2013-2014 Original Budget	605,310	3,250	0	14,530	0	623,090
2013-2014 Adjusted Budget (Dec)	605,310	3,250	0	14,530	0	623,090
2013-2014 Six Month Actual	266,910	1,180	0	3,990	0	272,080
2013-2014 Estimated Year End	591,200	3,370	0	11,700	0	606,270
2014-2015 Dept Request	749,420	3,800	0	12,000	0	765,220
2014-2015 Manager's Budget	749,420	3,800	0	12,000	0	765,220
2014-2015 Adopted Budget	749,420	3,800	0	12,000	0	765,220
2015-2016 Projected Budget	769,090	3,800	0	12,000	0	784,890
2016-2017 Projected Budget	789,490	3,800	0	12,000	0	805,290
2017-2018 Projected Budget	810,660	3,800	0	12,000	0	826,460
2018-2019 Projected Budget	832,640	3,800	0	12,000	0	848,440

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Finance		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Director of Finance	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Asst. Finance Director / Controller	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Financial Analyst	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Accountant II	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0
Purchasing Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Secretary I - Finance	1.0	1.0	1.0	1.0	0.6	0.0	0.0	0.0	0.0
Payroll Clerk III	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Finance - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	6.0	6.0	6.0	6.0	5.6	5.0	5.0	5.0	6.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				2.0	2.0	n/a	n/a	n/a
Cost Center Total	6.0	6.0	6.0	6.0	7.6	7.0	5.0	5.0	6.0

Purchasing		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
CS III - Purchasing	1.0	1.0	1.0	0.5	0.0	0.0	0.0	0.0	0.0
Full-Time Total	1.0	1.0	1.0	0.5	0.0	0.0	0.0	0.0	0.0



***The mission of the assessor's office is to annually provide the residents and property owners of Royal Oak with fair and equitable assessments; provide information to the general public that is accurate and reliable and mindful; provide information to other city departments efficiently and allowing them to better perform their duties; provide all of these services in a professional and courteous manner which complies with the Charter of the City of Royal Oak and the constitution and laws of the State of Michigan.***

The assessor's office uniformly and accurately values all taxable property in the City of Royal Oak. The office is responsible for preparing the assessment rolls and tax rolls of the city for all classes of property subject to taxation. The state constitution and statutes require that, notwithstanding any other provision of law, the assessed values placed upon the assessment roll shall be at fifty percent (50%) of true cash value.

Passed by the voters in March of 1994, Proposal A placed additional limits on values used to compute property taxes. Starting in 1995, property taxes were calculated using "taxable value". This value is capped by the inflation rate multiplier until a property transfers ownership. Prior to Proposal A, taxes were calculated on the "State Equalized Value" (SEV). This value represents market or true cash value and changed annually regardless of changes in ownership.

The office is a valuable source of information for the public, maintaining data on each parcel of property in the city. This includes plat maps and record cards for over 25,000 real property parcels. Additionally, the Oakland County Equalization Division, by contract, maintains about 2,000 personal property parcels. The total parcels include these ad valorem parcels, Industrial Facilities Tax (IFT), Tax Increment Financing Authority (TIFA), Downtown Development Authority (DDA) and Brownfield Redevelopment Authority properties.

Another function of the assessor's office is to record, maintain and edit the status of each parcel of property in the city to determine whether it qualifies for a "principal residence exemption" for a portion of school tax. The

office also analyzes deeds and affidavits on every transferred property within the city that would trigger an "uncapping" of taxable value in accordance with Proposal A.

The administration of lot splits and combinations is the responsibility of the city assessor while coordinating review efforts with planning, building, engineering and treasury through completion with the Oakland County Land Division and the Land and Address Management System. The assessor assists and guides the property owner through the process. This procedure includes plat and condominium developments.

Change of assessment notices are mailed in February of each year and taxpayers are given the opportunity to protest their assessment before the city's board of review in March. The board of review is composed of six city residents, forming two boards working as one, appointed by the commission for two year terms. The board has the discretion and authority to make adjustments to an individual's assessment if warranted.

General Property Tax Law also provides for a special meeting of the board of review to be held on specific days in July and December for the purpose of correcting clerical errors or mutual mistakes of fact.

With the legal assistance of quality, professional outside counsel, the assessor's office is able to settle, dismiss, and defend the tax tribunal appeals that are brought against the city.

On or before the first day of July of each year, the city assessor delivers a certified copy of the assessment roll on which the city tax has been apportioned and spread, with the warrant annexed to the city treasurer.

The assessments are utilized with the millage rates adopted by the various taxing authorities (Oakland County Operating, Oakland County Parks & Recreation, Zoological Authority, Art Institute Authority, Public Transportation Authority, Huron-Clinton Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD) to generate tax revenues for the authorities within the city's boundaries.

## GOALS

1. To maintain fair assessments for all classes of property.
2. To improve the quality of service and information available to the public.
3. To keep accurate sale valuation, name, address and principal residence exemption files.
4. Compliment a quality board of review for March, July and December.
5. To review cost measures associated with the assessment function.
6. Defend assessments at the Michigan Tax Tribunal.
7. Meet STC guidelines regarding the annual review of properties.
8. Prepare all mandatory reports to insure proper collection of taxes.
9. Create and administer the process for all lot splits/combinations.
10. Prepare special assessment rolls.
11. Creation of new land value maps.

## OBJECTIVES

- Review all sales, foreclosures and bank sales to verify transfer information and proper uncapping.<sup>GOAL1</sup>
- Provide information availability through improved internet access.<sup>GOAL2</sup>
- Provide education and training to staff members to generate complete knowledge and understanding of the assessment function.<sup>GOAL2</sup>
- Partially restore staffing in the assessing office with the hiring of an appraiser III.<sup>GOAL2</sup>
- Provide the personnel and training necessary to ensure accurate data.<sup>GOAL3</sup>
- Provide quality information and training to current and new board members to keep them abreast of current legislation.<sup>GOAL4</sup>
- Provide review of vendors for costs associated with printing of change of assessment notices for city residents.<sup>GOAL5</sup>
- Update photos of properties in the assessment files.<sup>GOAL7</sup>
- Complete timely filings to meet statutory deadlines.<sup>GOAL8</sup>
- Provide an updated land division process to increase revenue and streamline our business practices.<sup>GOAL9</sup>
- Provide a method to assist neighborhoods in providing an improvement such as a sanitary sewer, water main, sidewalk or street paving.<sup>GOAL10</sup>
- To appropriately document and properly calculate land values to meet STC requirements.<sup>GOAL11</sup>

### Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
GOAL1 Assessment Notices Processed	27,641	27,133	0	27,200	27,300	27,300
GOAL7 Residential Property Appraisals	860	918	918	900	1,000	1,000
GOAL7 Commercial/Industrial Appraisals	229	200	230	220	220	220
GOAL6 Small Claims Tribunal Appeals	89	24	24	80	80	80
GOAL6 Full Tax Tribunal Appeals	41	28	28	50	50	50
GOAL3 Homestead Affidavits Processed	2,568	4,284	4,284	3,000	3,000	3,000
GOAL1 Board of Review Appeals	516	357	120	400	400	400
GOAL1 Board of Review Adjustments	-1,956,210	-2,370,920	-800,000	-2,500,000	-2,500,000	-2,500,000
GOAL6 Tax Tribunal Decisions	101	263	120	100	100	100
GOAL6 Tax Tribunal Adjustments	-5,530,544	-11,851,743	-3,000,000	-5,000,000	-5,000,000	-5,000,000
GOAL1, GOAL3 Property Sales Reviewed	2,140	2,119	1,268	2,300	2,300	2,300
GOAL1 Property Transfers Uncapped	1,861	1,658	1,658	2,000	2,000	2,000
GOAL1 Equalization Factor	1.0000	1.0000	1.0000	1.0000	1.0000	1.0000
GOAL9 Lot Splits/Combinations	12	27	14	20	20	20

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

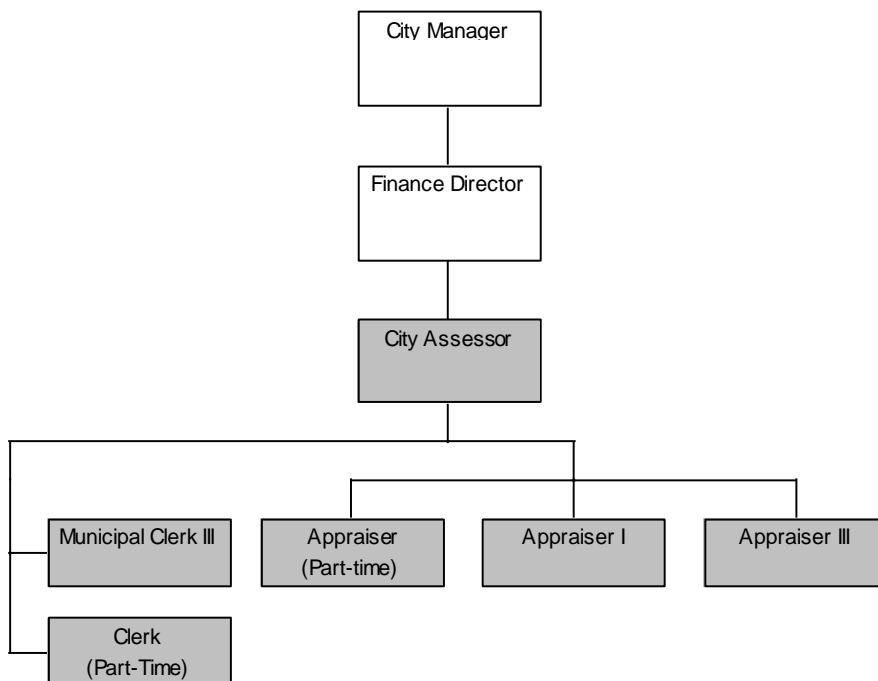
Personnel costs are budgeted to increase mostly due to the request for a new appraiser III position to help update the assessing records in accordance with state requirements, See letter dated January 13, 2014 submitted for the city commission strategic planning meeting regarding detailed supporting documentation for the need to add an appraiser III position. The letter explains the likeliness of not passing a State Tax Commission audit of the minimum assessing requirements (AMAR) due to the inability to keep up with State requirements due to the low staffing level. In the letter the significantly low staffing level is demonstrated when compared to comparable cities. Motor pool charges are also budgeted to increase as a result of the new appraiser. Printing and document duplication increased \$1,900 to print new record cards for residential properties. Contracted worker services decreased \$10,350 as special appraisal fees were one-time only in fiscal year 2013-14.

## Budget Summary

### Expenditures

<b>101.209 ASSESSOR</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	406,450	1,330	0	56,240	0	464,020
2011-2012 Actual	446,090	3,270	0	48,880	0	498,240
2012-2013 Actual	468,470	1,230	0	49,240	0	518,940
2013-2014 Original Budget	487,200	13,450	0	124,680	0	625,330
2013-2014 Adjusted Budget (Dec)	487,200	13,450	0	124,680	0	625,330
2013-2014 Six Month Actual	228,890	880	0	48,910	0	278,680
2013-2014 Estimated Year End	491,590	14,330	0	131,240	0	637,160
2014-2015 Dept Request	607,560	13,650	0	130,670	0	751,880
2014-2015 Manager's Budget	607,560	13,650	0	130,670	0	751,880
2014-2015 Adopted Budget	607,560	13,650	0	130,670	0	751,880
2015-2016 Projected Budget	627,170	13,650	0	131,270	0	772,090
2016-2017 Projected Budget	647,600	13,650	0	131,880	0	793,130
2017-2018 Projected Budget	668,880	13,650	0	132,510	0	815,040
2018-2019 Projected Budget	691,050	13,650	0	133,160	0	837,860

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Assessing	Fiscal Year									
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	
<u>Full-Time Positions</u>										
City Assessor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Deputy City Assessor	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Appraiser III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	
Appraiser I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assessing - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	
Assessing - MC II	0.0	0.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	
Assessing - MC I	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
Full-Time Total	4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	4.0	
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions	Information not available				0.6	1.3	n/a	n/a	n/a	
Cost Center Total	4.0	4.0	4.0	4.0	4.6	5.3	3.0	3.0	4.0	

***The mission of the City of Royal Oak Attorney's Office is to promote responsible government by providing highly professional legal counsel to the city commission, city departments, boards and committees, and city employees in all matters relating to any official duties.***

The city attorney's office is established by the Royal Oak Charter (Chapter III, Section 22). The city attorney is appointed by, and is directly responsible to the city commission. The attorney serves as the legal adviser and counsel for the city and for all officers and departments in all matters relating to their official duties, and performs such other duties as may be imposed by the commission, either by ordinance or resolution.

The attorney is an integral part of the criminal justice system, working with the police and code enforcement departments in the prosecution of misdemeanors and civil infractions in the district court.

The city attorney also prepares and reviews contracts and development agreements, reviews bonds and insurance policies, prepares ordinances, and manages all civil litigation for the city.

## GOALS

1. General Counsel - to provide sound legal advice in a timely manner.
2. Civil Litigation – to provide the city with effective representation in all cases in which the city is a party.
3. Ordinance Prosecution – to effectively prosecute city ordinance violations.
4. To advocate on behalf of the people of the City of Royal Oak in the best interests of justice.
5. To courteously handle inquiries from the general public regarding the city code and/or established city policies and procedures.

## OBJECTIVES

- To provide concise legal opinions, either in response to requests from the city commission and department heads, or as needed on issues of legal significance.<sup>GOAL1</sup>
- To draft and/or thoroughly review contracts and other documents to which the city is a party.<sup>GOAL2</sup>
- To advise police personnel on legal matters affecting the enforcement of federal, state and local law.<sup>GOAL2</sup>
- To draft ordinances needed to implement the policy set by the city commission.<sup>GOAL3</sup>
- To assist in identifying current city commission approvals that can be performed solely by the administration in an effort to streamline commission workload.<sup>GOAL3</sup>
- To provide complete, executed labor contracts in a timely manner.<sup>GOAL4</sup>
- To assist in identifying boards, commissions, and committees that can either be consolidated with others or eliminated.<sup>GOAL4</sup>

## GOALS

## OBJECTIVES

- To closely monitor the status of cases where outside counsel is appointed to defend the city's interests.<sup>GOAL5</sup>
- To vigorously advocate in cases where the city attorney's office defends the city's interests.<sup>GOAL4</sup>
- To keep the city commission and any affected employees informed as to the status of pending litigation.<sup>GOAL5</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

The city attorney's office and the city manager's office will again share one full-time administrative assistant in fiscal year 2014-15 as part of the city's continuing effort to reduce personnel costs. Miscellaneous expenditures of \$2,500 are budgeted for potential labor negotiation costs. Overtime wages increase as the administrative assistant will be taking extra hours as overtime instead of compensation time.

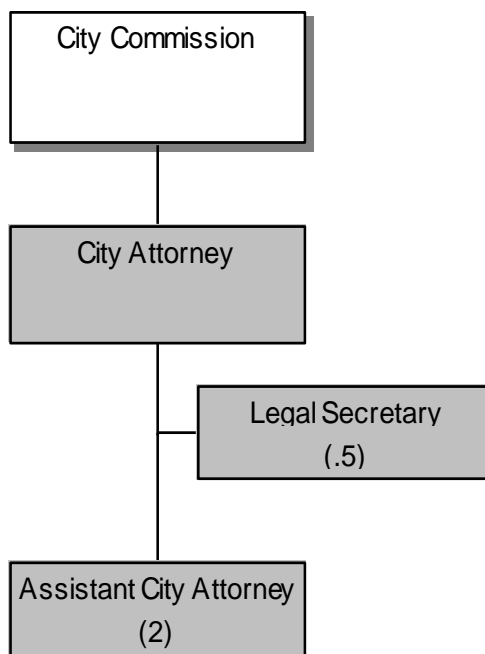
## Budget Summary

### Expenditures

<b>101.210 ATTORNEY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	448,510	13,580	0	175,000	0	637,090
2011-2012 Actual	496,550	13,430	0	160,990	0	670,970
2012-2013 Actual	565,290	13,080	0	159,880	0	738,250
2013-2014 Original Budget	606,270	13,800	0	122,810	0	742,880
2013-2014 Adjusted Budget (Dec)	606,270	13,800	0	122,810	0	742,880
2013-2014 Six Month Actual	289,000	5,110	0	51,900	0	346,010
2013-2014 Estimated Year End	613,340	9,300	0	107,350	0	729,990
2014-2015 Dept Request	681,120	13,830	0	105,620	0	800,570
2014-2015 Manager's Budget	681,120	13,830	0	105,620	0	800,570
2014-2015 Adopted Budget	681,120	13,830	0	105,620	0	800,570
2015-2016 Projected Budget	704,590	13,830	0	105,620	0	824,040
2016-2017 Projected Budget	729,020	13,830	0	105,620	0	848,470
2017-2018 Projected Budget	754,470	13,830	0	105,620	0	873,920
2018-2019 Projected Budget	780,970	13,830	0	105,620	0	900,420



## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Attorney	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
City Attorney	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Attorney	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Assistant City Attorney	2.0	2.0	2.0	2.0	1.0	1.0	1.0	2.0	2.0
Legal Secretary	1.0	1.0	1.0	1.0	0.5	0.5	0.5	0.5	0.5
Full-Time Total	4.0	5.0	4.0	4.0	2.5	2.5	2.5	3.5	3.5

***The mission of the city's clerk's office is to successfully serve the public and city commission as prescribed by federal and state law and the city charter, in addition to providing high quality customer service to city departments.***

Pursuant to the city charter, the city clerk is the clerk of the city commission and with the mayor, signs and attests all ordinances; and keeps a journal of record of the city commission's proceedings. In addition, the city clerk performs such other duties as are prescribed by the charter, the general laws of the state, or by the city commission.

Such duties include the posting of all meeting notices, records and transcribe minutes for official city commission meetings and workshops in accordance with the Open Meetings Act. The clerk's office prepares all agenda items for city commission meetings via paperless e-mail packets, scanned into document imaging and put onto the city's website. The office prepares minutes for the following meetings: city commission, LCC, charter review, civil service,

re civil service commissions and rules committee. The clerk's office is the keeper of official city records, processes freedom of information requests and serves as a notary public for city business.

The clerk's office provides birth and death certificates dog licenses, dog park passes, bike licenses, new business licenses, valet licenses, special event permits, taxi licenses, parking station permits, solicitation/peddler permits, Dream Cruise permits, sidewalk café's and valet permits; parking permits; processes SDD/SDM and Class C liquor license renewals, liquor transfers and bistro licenses; publishes legal notices, issues proclamations, sends updates of all ordinances to general code for codification; process applications from residents who want to serve on city boards and committees maintaining a list of qualified candidates.

A Do Not Knock List was established in December of 2012 in which the city clerk's office now keeps track of. In 2013 a dog census was conducted in which 4,401 dogs were licensed.

## GOALS

1. To be in compliance with all acts / laws related to the duties of the clerk's office.
2. To effectively administer the clerk office's license and permit process while providing excellent customer service to license and permit holders.
3. To provide excellent and efficient official record keeping by use of technology, while keeping records safe and accessible.

## OBJECTIVES

- Stay active in statewide clerk's associations to have our concerns addressed and to be informed of new acts/laws being implemented.<sup>GOAL1</sup>
- Continue utilizing document imaging for all birth/death certificates as well as contracts for easy accessibility.<sup>GOAL2</sup>
- Serving as President of Oakland County Clerks Association.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual 2011</u>	<u>Actual 2012</u>	<u>Actual 2013</u>	<u>Projected 2014</u>	<u>Projected 2015</u>	<u>Projected 2016</u>
<b>Documents Processed/Issued:</b>						
GOAL2 Birth Certificates	4,958	4,983	5,072	5,100	5,100	5,100
GOAL2 Business Licenses (Annual)	149	175	171	180	180	180
GOAL2 Death Certificates	1,823	1,693	1,767	1,700	1,700	1,700
GOAL2 Dog Licenses	1,501	1,832	6,371	2,000	2,000	2,000
GOAL2 Dog Park Passes	336	276	322	330	330	330
GOAL1 Freedom of Information Act	66	74	99	90	90	90
GOAL2 Initial Merchants Licenses	35	28	35	40	40	40
GOAL2 Liquor License Renewals	47	48	52	50	50	50
GOAL2 Miscellaneous Business Licenses	136	140	133	150	150	150
GOAL2 Peddler Permits	51	31	136	130	130	130
GOAL2 SDD/SDM Renewals	41	41	41	45	45	45
GOAL2 Solicitation Permits	22	22	24	25	25	25
GOAL2 Special Event Permits	30	43	48	50	50	50
GOAL2 Woodward Dream Cruise Permits	70	60	47	50	60	60

**Note: City Clerk's Department performance measures are reported on a calendar year basis as opposed to a fiscal year basis**

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

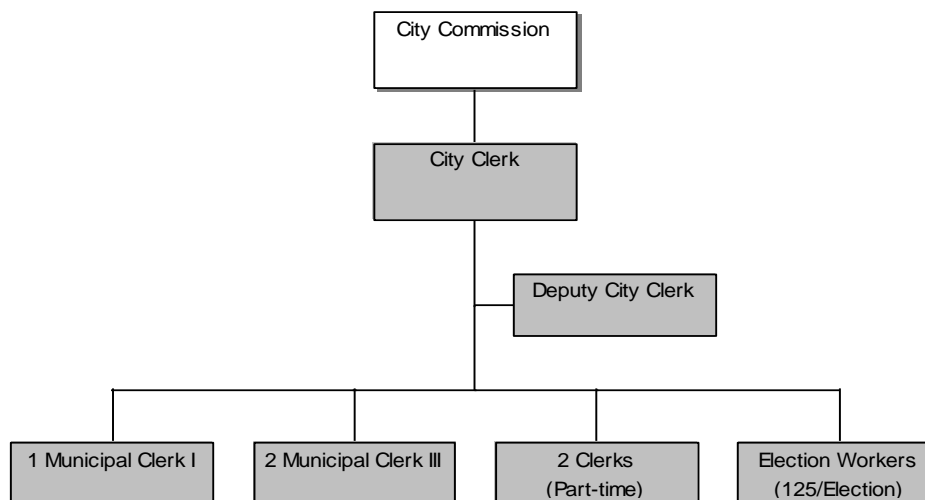
A municipal clerk position changed from a III to a II. Materials for public sale/distribution are budgeted to increase \$1,000 for the purchase of new residential parking permits.

## Budget Summary

### Expenditures

101.215 CLERK	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	312,980	5,980	0	12,460	0	331,420
2011-2012 Actual	300,970	5,070	0	14,290	0	320,330
2012-2013 Actual	361,420	7,090	0	24,080	0	392,590
2013-2014 Original Budget	420,060	13,500	0	22,160	0	455,720
2013-2014 Adjusted Budget (Dec)	427,050	13,500	0	22,160	0	462,710
2013-2014 Six Month Actual	186,350	2,950	0	7,600	0	196,900
2013-2014 Estimated Year End	369,000	13,500	0	23,800	0	406,300
2014-2015 Dept Request	403,810	14,850	0	22,750	0	441,410
2014-2015 Manager's Budget	403,810	14,850	0	22,750	0	441,410
2014-2015 Adopted Budget	403,810	14,850	0	22,750	0	441,410
2015-2016 Projected Budget	416,370	14,850	0	22,750	0	453,970
2016-2017 Projected Budget	429,450	14,850	0	22,750	0	467,050
2017-2018 Projected Budget	443,090	14,850	0	22,750	0	480,690
2018-2019 Projected Budget	457,310	14,850	0	22,750	0	494,910

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

City Clerk		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Purchasing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
City Clerk - MC III	2.0	2.0	2.0	2.0	1.0	2.0	2.0	3.0	2.0
City Clerk - MC II	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Cashier II	0.0	0.0	0.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	4.0	5.0	4.0	4.0	4.0	5.0	5.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.3	0.7	n/a	n/a	n/a
Cost Center Total	4.0	4.0	4.0	5.0	4.3	4.7	4.0	5.0	5.0

***The mission of the human resources department (HR) is to provide our customers – management, employees, retirees, applicants and the general public – with efficient, effective and courteous human resource services within legal, professional and ethical parameters.***

The department coordinates and administers the recruitment, screening, selection, in-processing and orientation of new employees, consistent with federal and state laws and local civil service ordinance. It manages the classification, promotion, transfer and evaluation of employees consistent with union contract provisions and civil service rules.

HR administers compensation and benefit plans for employees consistent with contract provisions, including leave benefits, tuition reimbursement, deferred compensation, and special pays. This includes 72 different health plans that provide health, dental, vision, life and supplemental insurance for all employees and retirees including monthly billings, liaison duties with providers, and processing of employee/retiree status changes, including Medicare A, B & D (dependents, beneficiaries, COBRA notices, etc.). The office maintains applicant, employee and retiree records.

HR assists in negotiating, interpreting and administering nine (9) union contracts, resolving grievances and participating in Act 312 and grievance arbitration.

HR provides counseling and assistance to department heads and employees relevant to personnel issues and coordinates/facilitates training to meet department and city needs.

The department reports and/or monitors workers' compensation and unemployment compensation claims with third party administrators; ensures compliance with MIOSHA, accident/injury policies and procedures, and collective bargaining agreements; performs liaison duties with workers' compensation clinics for employee injuries, new hire physicals and DOT drug testing program and requirements.

HR develops, distributes and monitors city policies such as sexual harassment, EEO, ADA, Family and Medical Leave Act, workplace violence, employee assistance, drug free workplace, employee suggestions, nepotism, etc.

human resources staffs the following commissions and boards: fire civil service commission, civil service board.

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### GOALS:

1. To promote lawful, nondiscriminatory, and ethical personnel actions and policy decisions.
2. To facilitate the culture of a qualified, productive and diverse workforce.
3. To provide equitable and cost-effective benefit packages for the city's workforce.

### OBJECTIVES:

- Provide human resources staff with the required training to ensure each is knowledgeable regarding city policies and applicable ordinances, employment and other laws, including the Patient Protection and Affordable Care Act.<sup>GOAL1</sup>
- Provide complete, executed labor contracts and post them on the city website.<sup>GOAL1</sup>
- Provide employees with job-specific training as required, within budget parameters.<sup>GOAL2</sup>

**GOALS:****OBJECTIVES:**

- Review the possibility for additional voluntary benefit plans.<sup>GOAL3</sup>
- Provide a consolidated health clinic.<sup>GOAL3</sup>
- Partially restore staffing in the human resources department with the hiring of a benefits specialist.<sup>GOAL3</sup>

	<u>Actual</u> <u>FY11-12</u>	<u>Actual</u> <u>FY12-13</u>	<u>Dec 31</u> <u>2013</u>	<u>Projected</u> <u>FY13-14</u>	<u>Projected</u> <u>FY14-15</u>	<u>Projected</u> <u>FY15-16</u>
<sup>GOAL2</sup> Labor Contracts Negotiated	9	9	5	9	1	9
<sup>GOAL2</sup> % of Labor Contracts Settled	100	100	33	100	100	90
<sup>GOAL1</sup> Employees Hired (FT/PT)	51	111	54	85	100	95
<sup>GOAL2</sup> Applications Processed (FT/PT)	810	1,007	834	1700	1700	1800
<sup>GOAL2</sup> Promotions/Transfers/Terminations Processed	85	44	53	110	120	130
<sup>GOAL3</sup> Disability Claims Processed	59	63	29	63	64	64
<sup>GOAL3</sup> Administration/Processing of Benefits for Insurance Enrollees (Employees & Retirees)	687	708	711	692	692	692
<sup>GOAL3</sup> FT HR Staff to FT Workforce Ratio	1:130	1:260	1:138	1:143	1:97	1:100

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

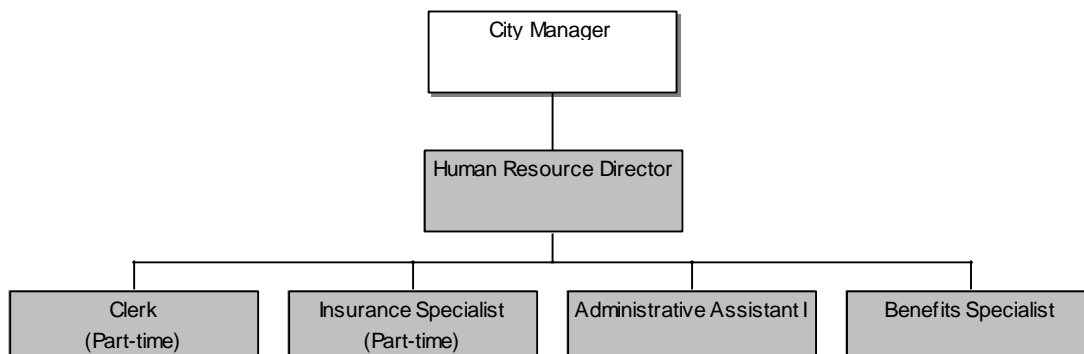
Wages (not including benefits) increased \$50,000 due to the addition of a benefits specialist. Employment advertising budget is increasing to post jobs in additional professional organizations for improved visibility.

## Budget Summary

### Expenditures

<b>101.226 HUMAN RESOURCES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	350,220	620	0	113,780	0	464,620
2011-2012 Actual	273,900	220	0	100,420	0	374,540
2012-2013 Actual	275,420	740	0	95,730	0	371,890
2013-2014 Original Budget	306,200	930	0	130,380	0	437,510
2013-2014 Adjusted Budget (Dec)	306,200	930	0	130,380	0	437,510
2013-2014 Six Month Actual	133,220	400	0	45,150	0	178,770
2013-2014 Estimated Year End	299,940	930	0	119,580	0	420,450
2014-2015 Dept Request	392,200	930	0	132,680	0	525,810
2014-2015 Manager's Budget	392,200	930	0	132,680	0	525,810
2014-2015 Adopted Budget	392,200	930	0	132,680	0	525,810
2015-2016 Projected Budget	402,750	930	0	132,680	0	536,360
2016-2017 Projected Budget	413,720	930	0	132,680	0	547,330
2017-2018 Projected Budget	425,140	930	0	132,680	0	558,750
2018-2019 Projected Budget	436,990	930	0	132,680	0	570,600

## Departmental Organization Chart





## Cost Center Position Detail - Home Base

Full & Part-time Employees

Human Resources		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Human Resource Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Human Resource Specialist	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Benefits Specialist	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Secretary I - HR	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
H/R - MC III	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
H/R - MC II	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	4.0	4.0	4.0	4.0	2.0	2.0	2.0	2.0	3.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.9	0.6	n/a	n/a	n/a
Cost Center Total	4.0	4.0	4.0	4.0	2.9	2.6	2.0	2.0	3.0

***The general administration cost center records charges that are general fund responsibilities but are not specifically assigned to any user due to their subjective nature.***

Administrative charges for non-specific items are recorded here to monitor total cost. There are four main general fund costs expensed in this

cost center. Property and general liability insurance costs make up approximately 50% of this cost center.

The three other costs are the general fund's information service charges, audit services and a portion of bank services charges.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The total cost center increased approximately \$155,000 relative to fiscal year 13-14 projected actual expenditures. Information services charge increased due to the increased IS cost and allocation due to additional general fund users. Miscellaneous expenditures increased due to the net effect of an anticipated decrease in the projected tax tribunal adjustments and a (new) \$100,000 grant match contingency.

## Budget Summary

### Expenditures

101.248 ADMINISTRATION	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	(4,830)	0	0	1,564,410	0	1,559,580
2011-2012 Actual	(5,110)	0	0	1,845,840	0	1,840,730
2012-2013 Actual	(5,620)	0	0	688,290	0	682,670
2013-2014 Original Budget	700	0	0	874,920	0	875,620
2013-2014 Adjusted Budget (Dec)	700	0	0	874,920	0	875,620
2013-2014 Six Month Actual	(410)	0	0	463,700	0	463,290
2013-2014 Estimated Year End	0	0	0	787,540	0	787,540
2014-2015 Dept Request	700	0	0	942,250	0	942,950
2014-2015 Manager's Budget	700	0	0	942,250	0	942,950
2014-2015 Adopted Budget	700	0	0	942,250	0	942,950
2015-2016 Projected Budget	700	0	0	956,970	0	957,670
2016-2017 Projected Budget	700	0	0	972,130	0	972,830
2017-2018 Projected Budget	700	0	0	987,750	0	988,450
2018-2019 Projected Budget	700	0	0	1,003,830	0	1,004,530

***The mission of the treasurer's office is to effectively and efficiently collect, secure, invest, and disburse all city monies; which includes tax billing, water billing, accounts receivables, special assessments, parking funds, and numerous miscellaneous receivables and disbursements.***

All taxes, special assessments, and license fees, accruing to the city, are collected by the city treasurer. All money received by any officer or employees of the city for or in connection with the business of the city is paid to the city treasurer, and deposited to one of the approved banking institutions. The treasury office collects and redistributes property taxes for all of the various taxing authorities within the city including: Oakland County, Oakland County Parks & Recreation, the Zoological Authority, the Public Transportation Authority, the Huron-Clinton the Metropolitan Authority, Berkley, Clawson and Royal Oak Schools, Oakland Community College, Oakland Schools ISD.

In addition, the office handles all accounts receivable billing, water/sewer utility receipts, rehab loan accounting, parking permits, collection, balancing and accounting for city revenues collected by the cashier and the reconciliation and posting of all revenues collected at off-site locations.

The treasurer is responsible for cash management: investing and tracking investments of city funds, the strategic planning of investments to cover regular monthly planned

expenditures, such as accounts payable, payroll and retirement, as well as, cash flow planning for less-regular expenditures, such as large construction contract or semi-annual bond payments.

The office has continued to add value to the city's investment portfolio through diversification and has worked diligently to improve the yield of the investments while maintaining the safety of principal. This department consistently looks for ways to offer better services and a more effective use of funds through a greater use of bank products and services and improved technology.

Royal Oak property owners have the option of paying tax bills on-line by credit card through Oakland County and water bills with a credit card or e-check from the city website through "Official Payments". In addition, in January 2006, the city began offering direct debit payments for water bills. This program has been tremendously popular, with over 2300 residents, or 10% of our total customer base, signed up, an 8% increase in users in the past year.

For improved customer service, treasury has worked to expand the acceptance of credit cards to other departments. For convenience, customers can now pay for various city services, permits and certificates at the building department, clerk's office, treasurer's office, DPS, the library, and parks and recreation.

## GOALS

1. To develop and implement treasury related processes to improve efficiencies and reduce costs.
2. To manage the tax administration and receivables programs in compliance with all applicable laws and internal controls.
3. To administer the cash management program with the effect of increasing returns and decreasing cost.

## OBJECTIVES

- To offer 24/7 access to information needed by residents and title/mortgage servicing companies by providing online property tax, water and special assessment information, along with reducing incoming phone calls to the department<sup>GOAL1</sup>
- Provide opportunity for residents to pay fees, charges, and taxes online.<sup>GOAL1</sup>
- To increase the level of direct debit customers in an effort to reduce manual processes.<sup>GOAL1</sup>
- To eliminate unnecessary manual process, and move towards paperless environment with the use of the advanced functionalities in the tax, water billing, cash receipting and miscellaneous receivable systems.<sup>GOAL1</sup>
- To train and educate employees to keep them up to date on all relevant laws.<sup>GOAL2</sup>
- Review alternative methods to receive donations.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<sup>GOAL2</sup> Tax bills generated	54,650	54,725	54,700	54,700	54,700	54,700
<sup>GOAL2</sup> Water bills generated	95,660	95,684	47,851	95,700	95,700	95,700
<sup>GOAL2</sup> Phone calls received	31,383	31,890	15,273	29,000	28,000	26,000
<sup>GOAL1</sup> Direct Debit Customers (W & S)	2,230	2,300	2,258	2,325	2,500	2,600
<sup>GOAL1</sup> % Participation in Automatic Bill Pay	9%	9%	9%	10%	10%	11%
<sup>GOAL2</sup> Invoices Billed	679	687	461	750	750	750
<sup>GOAL2</sup> Summer Special Assessments Billed	315	272	272	4,487	4,500	4,500*
<sup>GOAL3</sup> FTE's per 1000 Resident Ratio	1:1,430	1:1,430	1:1,430	1:1,430	1:1,430	1:1,430

**\*Note: Does not include workload should the sidewalk program be accelerated.**

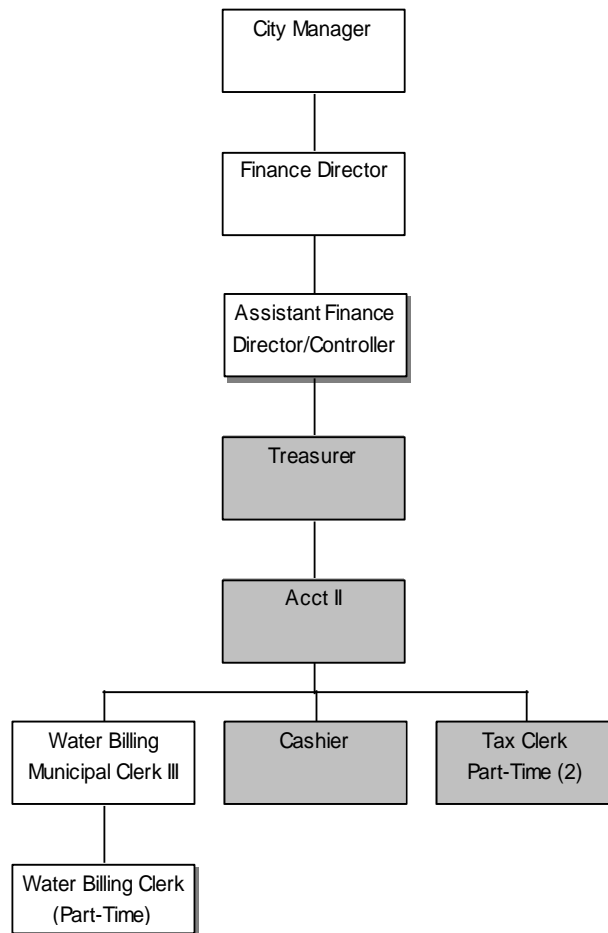
**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Full-time wages decreased due to recent employee turnover with higher wages replaced with newly hired employees near the lower end of the pay scale. Part-time wages increased due to the increased use of part-time employees as opposed to contracted services. Miscellaneous contracted services decreased \$7,000 as the contracted temp cashier is no longer needed. Dues and memberships increased \$900 for various professional licenses and memberships for the city treasurer.

**Budget Summary****Expenditures**

<b>101.253 TREASURER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	309,500	1,910	0	10,220	0	321,630
2011-2012 Actual	340,150	1,820	0	14,110	0	356,080
2012-2013 Actual	304,400	2,080	0	22,940	0	329,420
2013-2014 Original Budget	314,970	2,350	0	16,140	0	333,460
2013-2014 Adjusted Budget (Dec)	314,970	2,350	0	16,140	0	333,460
2013-2014 Six Month Actual	136,440	920	0	8,760	0	146,120
2013-2014 Estimated Year End	242,490	2,100	0	26,150	0	270,740
2014-2015 Dept Request	201,620	2,500	0	19,800	0	223,920
2014-2015 Manager's Budget	201,620	2,500	0	19,800	0	223,920
2014-2015 Adopted Budget	201,620	2,500	0	19,800	0	223,920
2015-2016 Projected Budget	205,390	2,500	0	19,800	0	227,690
2016-2017 Projected Budget	209,270	2,500	0	19,800	0	231,570
2017-2018 Projected Budget	213,280	2,500	0	19,800	0	235,580
2018-2019 Projected Budget	217,410	2,500	0	19,800	0	239,710

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Treasurer		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
City Treasurer		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy City Treasurer		1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Accountant II		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Cashier II		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Treasurer - MC II		2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	0.0
Treasurer - MC I		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total		5.0	5.0	5.0	4.0	4.0	4.0	4.0	3.0	3.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.9	0.6	n/a	n/a	n/a
Cost Center Total		5.0	5.0	5.0	4.0	4.9	4.6	4.0	3.0	3.0

**Note:** Water billing municipal clerk III is in the water and sewage billing section.

**The city office building cost center records the operating, repair and maintenance charges for the city hall.**

The city office building budget includes city hall building costs, under the city engineer for all departments.

Building costs primarily involve external vendors. The largest operating costs are utilities (electric, gas, water and telephone), postage, janitorial service and supplies. Repairs and maintenance costs include building trades (HVAC, plumbing, electrical, elevator).

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## GOALS

## OBJECTIVES

- Develop a plan for the future of city hall and the police department buildings.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

\$200,000 is budgeted for renovating city hall and relocating departments related to the community development project. The project was budgeted for \$125,000 in fiscal year 13-14 however it wasn't completed and the estimated cost has increased. \$20,000 is requested to be carried over from fiscal year 13-14 for security system upgrades for city hall building exterior doors.



## Budget Summary

### Expenditures

101.265 CITY OFFICE BUILDING	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	66,530	21,360	0	361,560	0	449,450
2011-2012 Actual	41,650	17,380	0	370,470	0	429,500
2012-2013 Actual	29,010	12,400	0	356,670	0	398,080
2013-2014 Original Budget	19,960	19,300	20,000	466,350	0	525,610
2013-2014 Adjusted Budget (Dec)	19,960	19,300	20,000	466,350	0	525,610
2013-2014 Six Month Actual	1,820	3,350	0	229,440	0	234,610
2013-2014 Estimated Year End	3,710	6,800	0	456,510	0	467,020
2014-2015 Dept Request	5,150	12,800	0	577,720	0	595,670
2014-2015 Manager's Budget	5,150	12,800	0	577,720	0	595,670
2014-2015 Adopted Budget	5,150	12,800	0	577,720	0	595,670
2015-2016 Projected Budget	5,220	12,800	0	577,930	0	595,950
2016-2017 Projected Budget	5,300	12,800	0	578,140	0	596,240
2017-2018 Projected Budget	5,380	12,800	0	578,360	0	596,540
2018-2019 Projected Budget	5,460	12,800	0	578,590	0	596,850

## Cost Center Position Detail - Home Base

Full & Part-time Employees

City Office Building		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available					0.2	0.7	n/a	n/a
Part-Time Total		0.0	0.0	0.0	0.0	0.0	0.2	0.7	0.0	0.0

***The mission of the parks and forestry division is to build and maintain all city owned parks, playgrounds, athletic fields and open spaces and the public trees; maintaining the urban forest, so that they are a source of pride and enjoyment for residents and visitors alike.***

The parks and forestry division of the department of public service are responsible for the 50 parks and playgrounds throughout the City of Royal Oak with a combined acreage exceeding 310 acres. This includes a dog park on the east side. The city's recreation division puts on all programs in the parks.

The division maintains baseball, volleyball, football and soccer venues; basketball and tennis courts; picnic areas; and walking trails, signs, lighting and parking.

Although the city's namesake, the original Royal Oak, no longer lives, the forestry section is responsible for over 23,000 trees. These include trees in the parks, central business district,

parkways and easement areas of roads, golf courses, cemetery and city owned open spaces (e.g. around the library).

Every fall, this crew and the highway division make two or more passes to remove fallen leaves from the city's streets; this service is paid for by the solid waste fund.

During the winter, they perform snow and ice maintenance. Winter maintenance on city roads is charged to the major or local road fund as is appropriate; to the DDA development fund for the central business district; and to the Auto parking fund for parking lots and decks.

During the growing season, duties include removing dangerous or fallen branches and debris, cutting grass, controlling park weeds, and tending streetscapes and banners. Charges for these services are distributed to the proper funds as well.

## GOALS

1. To maintain the city's park grounds in accordance with maintenance schedules.
2. To provide quality facilities for recreation programs and support the use by all citizens of Royal Oak.
3. Support the community youth athletic organizations.
4. Improve the urban forest.

## OBJECTIVES

- To minimize the city liability in city parks.<sup>GOAL1</sup>
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.<sup>GOAL1</sup>
- Investigate alternative funding sources, sponsorships and donations from federal, state, and community organizations to update parks.<sup>GOAL1</sup>
- Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the park improvement fund.<sup>GOAL1</sup>
- Improve maintenance of park facilities including appropriately addressing peaks in maintenance needs during spring and summer months.<sup>GOAL2</sup>
- Review ways to renovate/update city parks.<sup>GOAL1,2</sup>

## GOALS

## OBJECTIVES

- Investigate the feasibility and potential features of a downtown park utilizing city land including city hall parking lots.<sup>GOAL3</sup>
- To increase tree diversity in the urban forest.<sup>GOAL4</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Sand, gravel, and slag is budgeted to increase \$7,000 to put fybar and mason sand at parks as this has been skipped the past few years. Miscellaneous contracted services increased \$2,000 to create a parks informational trifold. Misc operating supplies increased by \$63,000 to budget for 35 rebranding park signs (the balance of the city park signs are budgeted to be funded with CDBG monies)

The following capital improvement projects for parks and forestry for fiscal year 14-15 are as follows:

- |   |        |
|---|--------|
| • 15 ft mower deck to improve athletic field maintenance (transfer to motor pool) | 12,000 |
| • Tennis court resurfacing (Meininger)  | 18,000 |
| • Park pavilions (Memorial and Redrun)  | 75,000 |

**FY2014-15 capital total:** **\$168,000**

## Budget Summary

### Expenditures

101.266 PARKS & FORESTRY	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	213,230	32,350	0	192,390	0	437,970
2011-2012 Actual	153,880	45,880	0	256,370	0	456,130
2012-2013 Actual	164,950	31,670	0	279,870	0	476,490
2013-2014 Original Budget	189,140	60,000	90,000	303,280	0	642,420
2013-2014 Adjusted Budget (Dec)	189,140	60,000	90,000	303,280	0	642,420
2013-2014 Six Month Actual	96,060	32,390	0	129,070	0	257,520
2013-2014 Estimated Year End	190,420	75,030	90,000	278,280	0	633,730
2014-2015 Dept Request	210,670	137,870	93,000	304,580	0	746,120
2014-2015 Manager's Budget	210,670	137,870	93,000	304,580	0	746,120
2014-2015 Adopted Budget	210,670	137,870	93,000	304,580	0	746,120
2015-2016 Projected Budget	214,910	137,870	165,000	311,590	0	829,370
2016-2017 Projected Budget	219,350	137,870	75,000	318,810	0	751,030
2017-2018 Projected Budget	223,990	137,870	75,000	326,240	0	763,100
2018-2019 Projected Budget	228,820	137,870	75,000	333,900	0	775,590

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Parks & Forestry		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b>Full-Time Positions</b>									
Supervisor of Parks & Forestry	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Equipment Repair worker	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0
Parks Maint Worker II	5.0	5.0	5.0	5.0	1.0	5.0	4.0	4.0	4.0
Parks Maint Worker	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	1.0
Parks/Forestry MC III 17	1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0
Full-Time Total	8.0	8.0	8.0	8.0	2.0	8.0	7.0	7.0	7.0
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available				5.0	5.0	n/a	n/a	n/a
Cost Center Total	8.0	8.0	8.0	8.0	7.0	13.0	7.0	7.0	7.0

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<sup>GOAL1</sup> Hours Ball Diamonds Maintained	1,082	1,187	791	1,200	990	990
<sup>GOAL1</sup> Hours Soccer / Football Fields Maintained/Lined	592	445	186	550	650	650
Trees Planted	87	85	85	100	100	100

***The building maintenance cost center records the DPS personnel and vehicle charges for city hall repair and maintenance.***

See also the general fund's city hall building (265) cost center for other charges for city hall operations, repairs and maintenance.

The building maintenance budget is under the director of public services. Personnel costs are for full-time DPS workers.

## GOALS

1. Provide quality building repairs in timely manner.
2. Support other divisions as necessary during weather emergencies.

## OBJECTIVES

- Provide a response to all work requests within 48 hours. <sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Building repair and maintenance includes a \$10,000 vestibule repair at the city hall building carried over from fiscal year 13-14.

## Budget Summary

### Expenditures

101.267 BUILDING MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	89,930	4,800	0	17,100	0	111,830
2011-2012 Actual	143,400	4,590	0	13,130	0	161,120
2012-2013 Actual	174,920	5,140	0	10,170	0	190,230
2013-2014 Original Budget	218,100	14,960	0	15,590	0	248,650
2013-2014 Adjusted Budget (Dec)	218,100	14,960	0	15,590	0	248,650
2013-2014 Six Month Actual	98,590	1,940	0	7,190	0	107,720
2013-2014 Estimated Year End	193,380	4,550	0	14,390	0	212,320
2014-2015 Dept Request	221,060	16,410	0	13,160	0	250,630
2014-2015 Manager's Budget	221,060	16,410	0	13,160	0	250,630
2014-2015 Adopted Budget	221,060	16,410	0	13,160	0	250,630
2015-2016 Projected Budget	229,070	16,410	0	13,550	0	259,030
2016-2017 Projected Budget	237,430	16,410	0	13,960	0	267,800
2017-2018 Projected Budget	246,160	16,410	0	14,380	0	276,950
2018-2019 Projected Budget	255,270	16,410	0	14,810	0	286,490

## Cost Center Position Detail - Home Base

Full & Part-time Employees

DPS	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Bldg Maint Repair Worker II	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Bldg Maint Repair Worker I	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-Time Total	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0

***The mission of the ordinance enforcement division of the building department is to enforce City of Royal Oak ordinances that address commercial and residential property maintenance, merchant licensing, and public health and safety issues; and to perform regular checks of all apartments, hotels, motels and houses offered for rent within the city.***

The ordinance enforcement division inspects commercial and residential buildings for property

maintenance violations. Inspectors enforce local ordinances addressing problems such as blight, weeds, unlicensed/inoperable vehicles and other issues that may have a negative effect on property values. The ordinance enforcement division learns of these issues by responding to complaints in addition to proactively seeking violations.

The building department consists of two divisions: building inspection and ordinance enforcement.

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## GOALS

1. To protect the public safety, welfare and property values by enforcing regulations, nuisance abatements and other codes.
2. Apply a common sense approach to enforcement while maintaining the intent of city ordinances.
3. Respond to complaints within one business day.
4. Treat each resident and business owner with respect and understanding.
5. Enforce city ordinances in a fair and consistent manner.

## OBJECTIVES

- Review and implement selected recommendations from the rodent report to control the rodent population.<sup>GOAL1</sup>
- Investigate and implement programs to appropriately manage the rodent population.<sup>GOAL2</sup>
- Adopt a vacant property registration ordinance with no registration fee to identify owners of vacant property and deal with blight.<sup>GOAL2</sup>
- Adopt a commercial re-occupant ordinance to promptly and efficiently identify and assist businesses operation in a new space.<sup>GOAL2</sup>



## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<sup>GOAL1</sup> Percent of Non-homestead Properties Reviewed for Unlicensed Rental Activity	0	10	10	10	40	50
<sup>GOAL1</sup> Percent of Complaints Responded to Within One Business Day	80	90	90	90	95	95
<sup>GOAL1</sup> Percent of Questions Responded to Within Two Business Days	80	90	90	90	95	95
<sup>GOAL2</sup> Rental Licenses Issued	937	2,035	1,082	1,500	2,000	1,500
<sup>GOAL1</sup> Responses to Complaints	2,710	5,297	2,281	4,500	4,500	4,500
<sup>GOAL2</sup> Scheduled Inspections Conducted	8,354	16,646	8,389	17,000	17,100	17,200

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

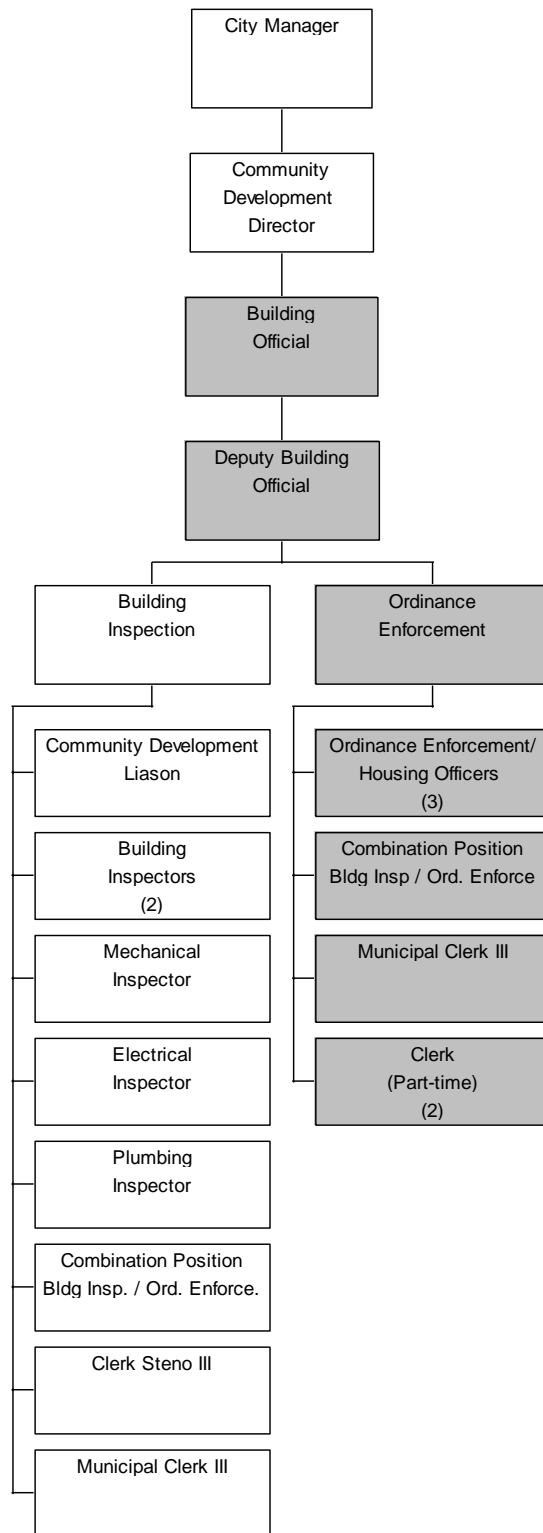
Wages are budgeted to increase relative to current years estimated expenditures due to the three positions approved for fiscal year 13-14 which have not been filled yet.

## Budget Summary

### Expenditures

<b>101.372 ORDINANCE ENFORCEMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	322,070	70	0	5,880	0	328,020
2011-2012 Actual	285,380	0	0	19,910	0	305,290
2012-2013 Actual	388,480	210	0	14,320	0	403,010
2013-2014 Original Budget	509,320	500	0	21,500	0	531,320
2013-2014 Adjusted Budget (Dec)	509,320	500	0	21,500	0	531,320
2013-2014 Six Month Actual	203,060	0	0	10,530	0	213,590
2013-2014 Estimated Year End	416,590	250	0	21,500	0	438,340
2014-2015 Dept Request	608,740	700	0	22,980	0	632,420
2014-2015 Manager's Budget	608,740	700	0	22,980	0	632,420
2014-2015 Adopted Budget	608,740	700	0	22,980	0	632,420
2015-2016 Projected Budget	628,240	700	0	23,600	0	652,540
2016-2017 Projected Budget	648,570	700	0	24,240	0	673,510
2017-2018 Projected Budget	669,750	700	0	24,900	0	695,350
2018-2019 Projected Budget	691,830	700	0	25,580	0	718,110

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Code Enforcement	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>									
Code Enforcement/Housing Officer	2.0	2.0	3.0	5.0	3.0	2.0	2.0	3.0	3.0
CS III - Inspection	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Housing Rehabilitation Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Inspector/ Enforcement Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Code Enforcement - MC II	2.0	2.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Code Enforcement - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	5.0	5.0	4.0	6.0	4.0	2.0	2.0	5.0	5.0

***The mission of the planning division of community development department is to pro-actively oversee the physical and economic development of the city, in particular those areas under private ownership.***

In fulfilling this mission, the planning division provides administrative support to the city commission and various advisory boards, most notably, the planning commission, zoning board of appeals, downtown development authority, Brownfield Redevelopment Authority, and the community development block grant program. The planning division also works closely with the business community and city residents, answering questions and addressing concerns in an effort to meet the needs of each within the context of the city's plans and ordinances.

The traditional role of the planning division, in the context of municipal government, involves foreseeing the various physical and economic development needs of a community and then providing for those needs through the preparation of various plans and ordinances, which may be considered for approval by elected and appointed officials.

In Royal Oak, this traditional role has been supplemented by the planning division's pro-active role and participation in the actual implementation of many physical and economic development plans or projects. This pro-active role has changed the nature of the division from a more passive one, concerned primarily with the preparation of plans, to one actively involved in every aspect of the city's physical and economic development.

A planning commission for the City of Royal Oak has been created and organized under the provisions of the Michigan Planning Enabling Act (PA No. 33 of 2008, as amended), and has the powers and duties therein specified. The planning commission meets monthly and is responsible for adopting and updating the city's master plan, reviewing and recommending changes to the zoning ordinance (including the rezoning of property), granting special land use permits, reviewing appeals to the city's sign ordinance, and reviewing site plans for all development except one-family and two-family dwellings. Interested parties are advised that the planning commission requires submission of

applications a minimum of 6 weeks prior to the meeting at which they are to be considered. This is to allow for the publication of public hearing notices required by state law and to provide ample time for staff to review applications and prepare written reports and recommendations for the planning commission.

All site plan applications are reviewed by a planner, as well as representatives from the building inspection, fire, engineering, and police departments. The petitioner is invited to make changes to the site plan based upon staff comments. Following any such changes, the site plan, along with written recommendations, are provided to the planning commission for formal review.

Special land use applications are reviewed by a planner and a written report is submitted to the planning commission describing the proposed use and how it may meet the requirements for granting a special land use permit in the city's zoning ordinance and state law. Applications for a special land use permit require a public hearing with notification published in a local newspaper and mailed to property owners within 300 feet of the site.

Applications for rezoning property are reviewed by a planner and a report is submitted to the planning commission describing the requested zoning district, how it may meet the requirements for a rezoning in the city's zoning ordinance and state law, and whether it is consistent with the future land use map of the city's master plan. Proposed text amendments to the city's zoning ordinance are typically prepared by staff in response to changes in state law, generally accepted planning and zoning principles, or by the specific direction of the planning commission, city commission, or city attorney. For each proposed amendment, staff prepares draft language for review by the planning commission, whose recommendation is then forwarded to the city commission. Rezoning and text amendments require a public hearing and public notification as previously noted.

A zoning board of appeals has been created and organized under the Michigan Zoning Enabling Act (PA 110 of 2006, as amended) and is charged with hearing requests for variances and interpretations to specific zoning ordinance provisions. It meets monthly and all appeals

require a public hearing and public notification as previously noted. Staff prepares a written report of findings on all appeals detailing the city's zoning ordinance standards for which variances are being sought and how the request may meet required standards for granting a variance in the zoning ordinance and state law. Considerable staff time is spent to ensure that all information is accurate and the appellant's intent is clear.

In addition to serving the above referenced duties, the planning division spends a great deal of time assisting both residents and businesses on questions regarding land use, zoning, and economic development. Many if not most of these inquiries and contacts do not result in items which appear on an agenda, but permit citizens and business owners to better understand city ordinances and policies.

The planning division also reviews plans submitted to the building inspection department for construction permits to ensure they comply with approved site plans. For major projects, this review can take as much time to complete as the original site plan review. If such building plans are found to comply with an approved site plan, then the division marks them as "approved" and returns them to the applicant or the building inspection department. If they are

not, the petitioner is advised what is needed to bring the plans into compliance. No additional application or fee is required by the planning division to complete this type of review.

Other tasks or issues involve a great deal of planning division staff time, such as new and renewed sidewalk café applications, license agreements for occupying a right-of-way and a variety of other purposes, right-of-way vacations, land divisions, liquor license requests, downtown newspaper boxes and bicycle racks, staff traffic committee meetings, zoning compliance inquiries, processing and reviewing Brownfield redevelopment plans, etc.

The planning division also maintains the city's Geographic Information System (GIS) as well as community development updates for the city's website.

### Other Related Areas

See the budgets for the downtown development authority (DDA) operating fund, DDA (TIF) development fund, the community block grant fund, the housing assistance program, the brownfield redevelopment authority (BRA) fund, engineering, and ordinance/state construction code.

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## GOALS

1. Provide professional / technical reviews and assistance on all phases of planning and zoning responsibilities for businesses and residents.
2. Provide technical support and expertise to the planning commission and zoning board of appeals, as well as the city commission.
3. Develop and propose policies which facilitate consistency with the city's master plan, as well as compatibility and harmony between land uses in the city, mitigating any potential adverse effects.

## OBJECTIVES

- Process applications and prepare needed reviews and reports in a timely fashion, included administratively approving minor site plans when possible.<sup>GOAL1</sup>
- Recommend modifications to petitioners' applications when necessary so that they may better comply and be consistent with the city's zoning ordinance and master plan.<sup>GOAL1</sup>
- Provide timely public hearing notification as required by state law.<sup>GOAL1</sup>

## GOALS

4. Assist businesses and homeowners to the greatest extent possible with new business proposals or expansions, building or home additions, etc., by directing them to the proper review body or application procedure.
5. When necessary, provide recommendations on whether the proposed activity is consistent with the zoning ordinance, master plan, other city ordinances and policies, and state law, and what, if any, contingencies of approval should be adopted.
6. Work with the city attorney and others to prepare such needed amendments to the zoning ordinance, zoning map, and master plan, and report on them to the planning commission and other necessary advisory boards and commissions.

## OBJECTIVES

- Assist petitioners with their applications to the greatest extent possible without actually preparing the information and documents they need to provide.<sup>GOAL1</sup>
- Streamline the application and review process to ensure efficient internal operations and timely provisions of decisions to petitioners.<sup>GOAL1</sup>
- Update the current list of resources available for residents to improve their homes and make available to residents.<sup>GOAL1</sup>
- Develop a downtown plan which enumerates our collective vision for downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks.<sup>GOAL2</sup>
- Hire a coordinator of economic development.<sup>GOAL2</sup>
- Ensure the new economic development coordinator is independent of regulatory processes and focused on business growth, retention and recruitment.<sup>GOAL2</sup>
- Prepare concise and informative reports that accurately describe the proposed activity and its consistency with the zoning ordinance, master plan, other city ordinances and policies, and state law.<sup>GOAL2</sup>
- Work with all city departments and finance to develop a comprehensive capital improvement plan for adoption by the planning commission, and inclusion in the city's fiscal year budget by the city commission.<sup>GOAL2</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

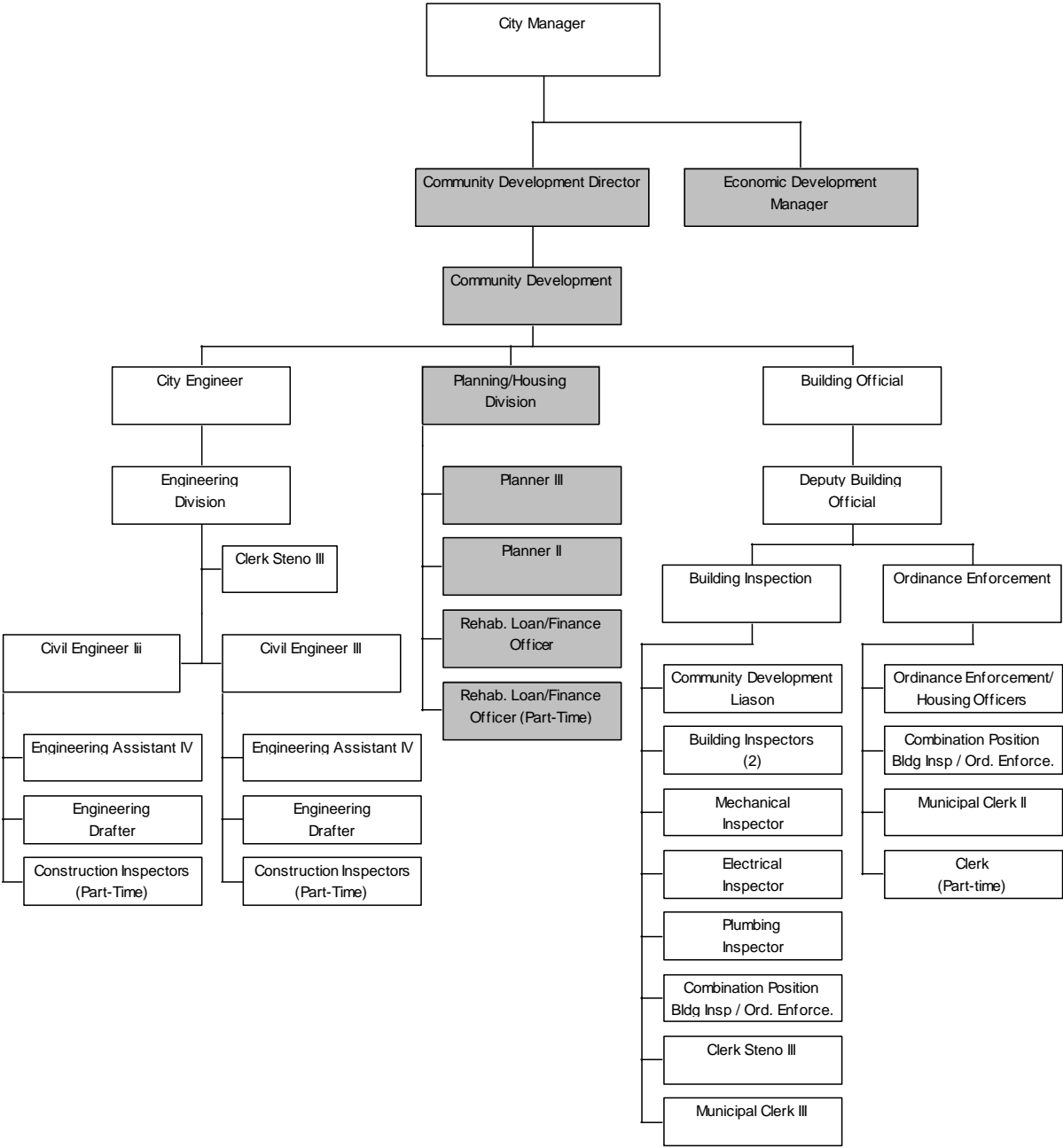
Personnel costs are budgeted to decrease relative to fiscal year 13-14 budget due to moving the economic development manager position from this cost center to its own cost center (economic development 101-728). Two downtown development plans are budgeted: a city hall/parks study for \$40,000 and a retail study for \$70,000.

**Budget Summary****Expenditures**

<b>101.400 PLANNING &amp; ZONING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	147,890	1,590	0	11,540	0	161,020
2011-2012 Actual	186,330	1,430	0	11,730	0	199,490
2012-2013 Actual	171,250	1,940	0	13,700	0	186,890
2013-2014 Original Budget	267,160	1,930	0	11,780	0	280,870
2013-2014 Adjusted Budget (Dec)	267,160	1,930	0	11,780	0	280,870
2013-2014 Six Month Actual	103,490	1,270	0	7,080	0	111,840
2013-2014 Estimated Year End	222,840	2,610	0	13,150	0	238,600
2014-2015 Dept Request	215,530	1,930	0	122,230	0	339,690
2014-2015 Manager's Budget	215,530	1,930	0	122,230	0	339,690
2014-2015 Adopted Budget	215,530	1,930	0	122,230	0	339,690
2015-2016 Projected Budget	223,240	1,930	0	122,230	0	347,400
2016-2017 Projected Budget	231,280	1,930	0	122,230	0	355,440
2017-2018 Projected Budget	239,680	1,930	0	122,230	0	363,840
2018-2019 Projected Budget	248,440	1,930	0	122,230	0	372,600



Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Community Development		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Community Development Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Director of Planning	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Planner III	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Planner II	2.0	2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Planning	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Full-Time Total	5.0	5.0	5.0	4.0	4.0	4.0	3.0	3.0	3.0

Note: Planning division staff costs are allocated to numerous other funds outside the general fund

***The mission of animal protection services is to capture dangerous, rabid and stray animals humanely and safely transport them to the animal shelter for safe keeping.***

animal protection services are supervised by the police department in the general fund. The city contracts with our neighbor for the shared services of the City of Berkley Animal Control officer and truck.

That officer captures dangerous or rabid animals for observation and/or treatment. They also pick up stray dogs and cats and transport them to the Royal Oak Animal Shelter for feeding and care (see fund 297).

The officer also picks dead animals from major streets with speeds over 35 mph. Residents and businesses are asked to pick up all other dead animals.

## GOALS

1. To provide prompt animal control services as to keep the community safe from incidents.

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Animal control services are expected to increase 3% from fiscal year 13-14 based on an anticipated increase in contract services with the city of Berkley.

## Budget Summary

### Expenditures

101.430 ANIMAL PROTECTION SERVICES	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	0	0	0	40,210	0	40,210
2011-2012 Actual	0	0	0	42,510	0	42,510
2012-2013 Actual	0	0	0	42,820	0	42,820
2013-2014 Original Budget	0	0	0	44,000	0	44,000
2013-2014 Adjusted Budget (Dec)	0	0	0	44,000	0	44,000
2013-2014 Six Month Actual	0	0	0	18,130	0	18,130
2013-2014 Estimated Year End	0	0	0	44,000	0	44,000
2014-2015 Dept Request	0	0	0	45,320	0	45,320
2014-2015 Manager's Budget	0	0	0	45,320	0	45,320
2014-2015 Adopted Budget	0	0	0	45,320	0	45,320
2015-2016 Projected Budget	0	0	0	46,680	0	46,680
2016-2017 Projected Budget	0	0	0	48,080	0	48,080
2017-2018 Projected Budget	0	0	0	49,520	0	49,520
2018-2019 Projected Budget	0	0	0	51,010	0	51,010

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection Services		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				1.3	1.3	n/a	n/a	n/a
Part-Time Total		0.0	0.0	0.0	0.0	1.3	1.3	0.0	0.0	0.0

***The mission of the electrical division of the department of public service is to provide effective electrical service to the city hall.***

The electrical cost center is under the director of public services and records the electrician's personnel costs when servicing the city hall, his

certification and tool costs. His other personnel time, cost, and electric materials and supplies are charged directly to the requesting department when used elsewhere.

#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

There are no significant notes for this cost center.

## **Budget Summary**

### **Expenditures**

<b>101.443 ELECTRICAL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	29,760	1,290	0	20,840	0	51,890
2011-2012 Actual	12,470	410	0	22,670	0	35,550
2012-2013 Actual	7,790	1,090	0	21,350	0	30,230
2013-2014 Original Budget	9,290	1,850	0	28,130	0	39,270
2013-2014 Adjusted Budget (Dec)	9,290	1,850	0	28,130	0	39,270
2013-2014 Six Month Actual	2,100	410	0	13,990	0	16,500
2013-2014 Estimated Year End	9,450	1,800	0	27,970	0	39,220
2014-2015 Dept Request	9,760	1,670	0	24,410	0	35,840
2014-2015 Manager's Budget	9,760	1,670	0	24,410	0	35,840
2014-2015 Adopted Budget	9,760	1,670	0	24,410	0	35,840
2015-2016 Projected Budget	9,860	1,670	0	25,140	0	36,670
2016-2017 Projected Budget	9,960	1,670	0	25,890	0	37,520
2017-2018 Projected Budget	10,060	1,670	0	26,670	0	38,400
2018-2019 Projected Budget	10,180	1,670	0	27,470	0	39,320

## Cost Center Position Detail - Home Base

Full & Part-time Employees

	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Electrician II	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Electrician I	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				1.2	0.3	n/a	n/a	n/a
Cost Center Total	1.0	0.0	0.0	0.0	1.2	0.3	0.0	0.0	0.0

***The mission of the engineering division is to develop and implement master plans and programs and to service and inspect public improvement in the city.***

The Royal Oak Engineering Division is committed to providing sound, efficient and proactive engineering practices and techniques to maintain and improve the city's transportation, water and sewer and building assets. Working closely with Royal Oak's other departments; the engineering staff strives to partner the needs of the various departments with those of our residents and property owners for overall commitment to a high quality of life that can be attributed to our community's infrastructure.

The division's FY 2013-14 budget targets the management of available resources to meet departmental goals and responsibilities. Current budget resources are comprised primarily of dedicated non-general funding sources and fees. The engineers, engineering assistants, draftspersons and clerical staff recognize their responsibility to the community they serve. The division employees are dedicated to efficiently managing community development requirements by assisting developers, contractors, residents and other city personnel, which results in timely and accurate resolutions of construction and development requirements.

The Royal Oak Engineering Division reaffirms its commitment and looks forward to serving the Royal Oak community.

The engineering cost center in the general fund covers the costs of communicating with the public and city staff, training and administration, and performing community development duties. The engineering department contributes fees from permits and plan reviews to the general fund to cover this cost center. The engineering staff charges their time to numerous budgets. Those charges can be direct or through capital projects, mostly affecting other funds such as major street, local street, and the water and sewer fund.

For city infrastructure projects, engineering provides or contracts for the evaluation, planning and design skills to handle our many systems. Those systems include alleys, streets and parkways, on and off street parking including lots and decks, streetscapes, sidewalks, bike paths, traffic signs and signals, city buildings and parks, water and sewer mains and connections.

The engineering division also oversees the traffic committee which actively reviews traffic safety, pedestrian safety, parking issues and recommends and implements approved actions.

## GOALS

1. Effectively and efficiently review plans for consideration of public and private improvements and supervise construction.
2. Provide useful information to developers, builders, consulting engineers and residents regarding city utilities by maintaining and updating the city website for engineering involvement in community development.
3. Perform all city operations as efficiently and effectively as possible.

## OBJECTIVES

- Continue implementation of non-motorized plan requirements included in the city's master plan on road projects.<sup>GOAL1,2</sup>
- Complete at least one impactful project listed in the non-motorized plan such as the addition of bike lanes or adequate bike parking.<sup>GOAL1</sup>
- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.<sup>GOAL2</sup>

## GOALS

## OBJECTIVES

- Partially restore staffing in the engineering department with the hiring of an engineer III.<sup>GOAL3</sup>
- Hire a consultant to complete a comprehensive stormwater system analysis to inform decision making regarding changes in the stormwater detention ordinance.<sup>GOAL3</sup>
- Explore revenue options to fund road improvement and maintenance sufficient to reach target average and minimum PASER ratings to be decided by the city commission.<sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel costs increased significantly due to the addition of a civil engineer III position. However the department is down two engineer/assistant engineer positions relative to the recent past. There is a portion of the engineer personnel costs that are offset by permit revenue. Motor pool costs decreased due to the allocation of costs directly to capital projects.

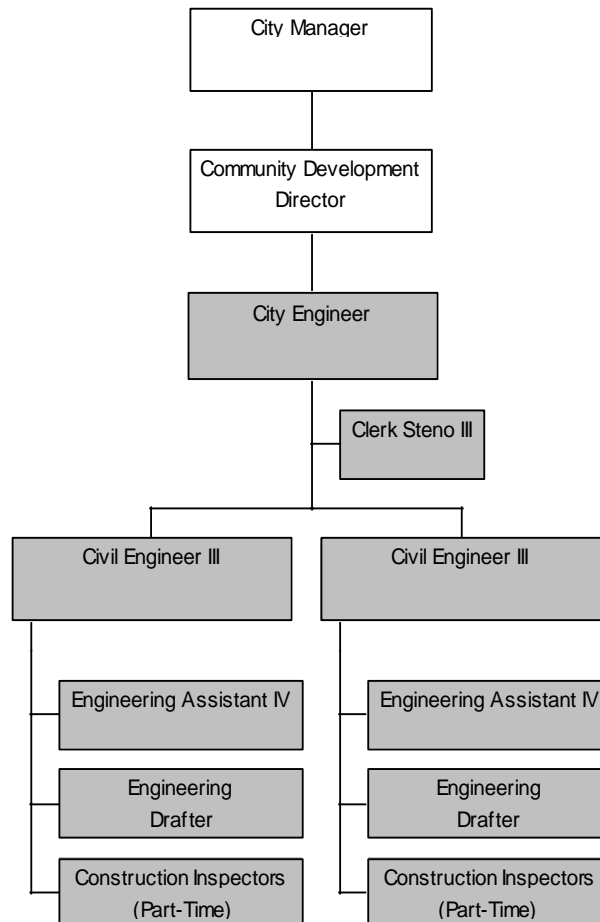
## Budget Summary

### Expenditures

101.447 ENGINEERING	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	125,330	1,280	0	6,450	0	133,060
2011-2012 Actual	85,310	2,350	0	6,570	0	94,230
2012-2013 Actual	139,770	4,940	0	12,490	0	157,200
2013-2014 Original Budget	147,480	4,350	0	28,780	0	180,610
2013-2014 Adjusted Budget (Dec)	147,480	4,350	0	28,780	0	180,610
2013-2014 Six Month Actual	72,390	940	0	14,770	0	88,100
2013-2014 Estimated Year End	163,130	4,050	0	29,260	0	196,440
2014-2015 Dept Request	380,470	5,050	0	2,340	0	387,860
2014-2015 Manager's Budget	380,470	5,050	0	2,340	0	387,860
2014-2015 Adopted Budget	380,470	5,050	0	2,340	0	387,860
2015-2016 Projected Budget	393,250	5,050	0	2,340	0	400,640
2016-2017 Projected Budget	406,540	5,050	0	2,340	0	413,930
2017-2018 Projected Budget	420,390	5,050	0	2,340	0	427,780
2018-2019 Projected Budget	434,810	5,050	0	2,340	0	442,200



## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

<b>Engineering</b>		<b>Fiscal Year</b>							
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
<b><u>Full-Time Positions</u></b>									
City Engineer	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Civil Engineer III	2.0	2.0	2.0	2.0	2.0	2.0	1.0	1.0	2.0
Civil Engineer II	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Civil Engineer I	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0	0.0
Engineering Assistant IV	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0
Engineering Assistant III	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Engineering Assistant II	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Engineering Drafter	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
CS III - Engineering	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Engineering - MC III	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	10.0	10.0	10.0	10.0	9.0	9.0	7.0	7.0	8.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				2.9	2.9	n/a	n/a	n/a
Cost Center Total	10.0	10.0	10.0	10.0	11.9	11.9	7.0	7.0	8.0

***The mission of the street lighting cost center of the department of public service is to provide street lighting that is safe, effective and economical and that attracts residents, business and visitors to the City of Royal Oak.***

The city pays Detroit Edison electrical charges for our street lighting. The DDA pays for street lighting electricity in the downtown; this budget pays for the balance. Electricity normally makes up over 95% of operating costs in this budget.

Detroit Edison owns certain street light poles and fixtures throughout Royal Oak; the city owns the majority. At this time, nothing is scheduled to replace the city's portion of the system.

When individual light poles and fixtures are damaged and destroyed, repair or replacement costs are charged to this cost center.

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Electric budget is increasing based on current year estimated and the prior year's actual expenditures. The administration will be reviewing technology in an effort to conserve energy and reduce electric costs. The Northwood Blvd project will occur in fiscal year 14-15 to change the lighting to LED for reduced operating costs.

## Budget Summary

### Expenditures

101.448 STREET LIGHTING	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	3,470	8,280	0	757,210	0	768,960
2011-2012 Actual	3,400	5,400	0	893,190	0	901,990
2012-2013 Actual	2,630	7,660	0	865,340	0	875,630
2013-2014 Original Budget	4,150	8,000	0	865,000	0	877,150
2013-2014 Adjusted Budget (Dec)	4,150	8,000	0	865,000	0	877,150
2013-2014 Six Month Actual	1,580	9,490	0	356,310	0	367,380
2013-2014 Estimated Year End	3,650	11,000	0	865,000	0	879,650
2014-2015 Dept Request	3,700	11,000	0	890,000	0	904,700
2014-2015 Manager's Budget	3,700	11,000	0	890,000	0	904,700
2014-2015 Adopted Budget	3,700	11,000	0	890,000	0	904,700
2015-2016 Projected Budget	3,700	11,000	0	890,000	0	904,700
2016-2017 Projected Budget	3,700	11,000	0	890,000	0	904,700
2017-2018 Projected Budget	3,700	11,000	0	890,000	0	904,700
2018-2019 Projected Budget	3,700	11,000	0	890,000	0	904,700

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Street Lighting		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	0.0	0.0	0.0	0.0	0.0	0.0	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

*The economic development function is dedicated to assisting new and established businesses start, grow and succeed in the City of Royal Oak.*

## GOALS

1. Encourage and support diverse investment to maximize property values and facilitate employment opportunities.

## OBJECTIVES

- Ensure the new economic development manager is independent of regulatory processes and focused on business growth, retention and recruitment.<sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

There are no significant notes for this fund.

## Budget Summary

### Expenditures

101.728 ECONOMIC DEVELOPMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	0
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	0	0	0	0	0
2014-2015 Dept Request	116,270	0	0	50,000	0	166,270
2014-2015 Manager's Budget	116,270	0	0	50,000	0	166,270
2014-2015 Adopted Budget	116,270	0	0	50,000	0	166,270
2015-2016 Projected Budget	116,670	0	0	20,000	0	136,670
2016-2017 Projected Budget	117,090	0	0	20,000	0	137,090
2017-2018 Projected Budget	117,530	0	0	20,000	0	137,530
2018-2019 Projected Budget	118,000	0	0	20,000	0	138,000

**Cost Center Position Detail - Home Base**

Full &amp; Part-time Employees

Economic Development		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>										
Economic Development Manager		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
Full-time Total		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0

***The mission of the cable communications department is to provide the residents of Royal Oak a clear view of the city's commission, main committees and departments, to enhance transparency and to increase residents' understanding of their government's processes, goals, objectives and accomplishments.***

WROK is the City of Royal Oak's Government Access channel. WROK is available to subscribers of W.O.W. on channel 10 and Comcast on Channel 17. AT&T subscribers can access the real time live stream of WROK programming that is available on the city website. By law, cable TV providers must provide public, government and educational access channels on their systems. To support this, each company pays a franchise fee to the city.

Residents can watch live coverage of the city commission, planning commission, ZBA and DDA meetings as well as youth sports and summer concerts. In addition to the many live programs that WROK produces throughout the year, they also provide taped coverage of the many special events and meetings that dot the Royal Oak calendar.

WROK programming can be seen 7 days a week. Programming runs 10 am – 2pm, 4pm – 8pm and meetings are re-run at midnight. For the night owls WROK also offers expanded playback on weekends starting at midnight. The programming runs on an automated MP-3 video server. We do not anticipate being able to offer high definition cable casts at any time in the near future.

In between program hours, residents can view a computer-generated bulletin board. It features our program schedule and provides information regarding a wide variety of city news and events. It is updated daily.

WROK supports Internet web casting of city meetings and other programming.

The video needs of many city departments are supplied regularly by WROK, with special projects on request. The city clerk's office and the community development department rely on copies of each meeting that WROK produces for their record keeping. WROK also provides video support for Royal Oak's many safe community projects.

WROK and the City of Royal Oak do not regulate the cable companies that serve Royal Oak. That job is handled by the Michigan Public Service Commission in Lansing. You may contact the MPSC at [www.Michigan.gov/mpsc](http://www.Michigan.gov/mpsc).

To pay for WROK activities, the City of Royal Oak receives a franchise fee from the cable companies.

WROK, working under the city manager, has a contract staff of one full-time cable coordinator and part-time production assistants. WROK also relies heavily on a crew of volunteers to fill assorted positions during productions. The staff of WROK are employees of cable access management, not employees of the City of Royal Oak. CAMCO pays all employee related expenses out of the contractual management fee in the cable TV budget.

## GOALS

1. Communication: Provide 30 hours of programming weekly, showing key board and committee meetings and special events at three time slots: 7am – 2 pm; 4pm – 8pm; and midnight to 2am.
2. Community: Use electronic media to inform the community of city services and promote community dialog.
3. Community: Promote recreational and cultural activities for all ages.
4. Infrastructure: To sustain, replace and enhance Royal Oak's infrastructure to promote efficient delivery of beneficial services.
5. Public Safety: To protect all persons and property in Royal Oak by providing the highest quality public services possible in the most efficient manner.

## OBJECTIVES

- Present regular public meetings of city commission, planning commission, zoning board of appeals and downtown development authority.<sup>GOAL1</sup>
- Present live events like city manager selection committee interviews and rerun and webcast them later.<sup>GOAL2</sup>
- Broadcast the League of Women Voters Candidate Night forums for Royal Oak City Commission & present live updates of Royal Oak General Election results.<sup>GOAL2</sup>
- Maintain a live 24hour web stream to the CRO website.<sup>GOAL2</sup>
- Use the WROK bulletin board to feature activities of the senior center and the library; special notices of the police department and other Royal Oak institutions; and agendas of all meetings covered by Royal Oak.<sup>GOAL3</sup>
- Maintain YouTube channel and Facebook pages as an outreach to the world outside of traditional channels of communication.<sup>GOAL2</sup>
- Provide the city clerk's office and community development department with timely copies of meetings recorded by WROK to prepare meeting minutes quickly and economically without incurring overtime cost.<sup>GOAL4</sup>
- Present activities of the Royal Oak Recreation Department, the annual ice show and the annual dance recital.<sup>GOAL1</sup>
- Present the annual summer concert series, as presented by the Royal Oak Arts Commission.<sup>GOAL3</sup>
- Encourage youth activities by showing weekly hockey games from the Lindell Arena.<sup>GOAL2</sup>
- Advertise and broadcast events like Memorial Day and Holiday Magic parades; and the Veteran's Day and Holiday Tree Lighting ceremonies.<sup>GOAL2</sup>



**GOALS****OBJECTIVES**

- Assist the IS department in preparing meetings for video on demand and live webcasting.<sup>GOAL2</sup>
- Assist residents with cable TV service related questions.<sup>GOAL2</sup>
- Respond to FOIA requests with DVD copies of city meetings.<sup>GOAL1</sup>
- Advertise snow emergency situations when required.<sup>GOAL5</sup>

**Significant Revenue, Expenditure, Staff & Program Notes -Fiscal Years 2014-2015:**

For fiscal year 14-15, \$50,000 is budgeted to purchase new digital modulators for playback system (\$3,000), a new digital transcoder for webcasting and to improve the technical presentation equipment in the commission chambers (\$7,000) and an upgrade to the commission camera system to high definition (\$40,000).

**Budget Summary****Expenditures**

<b>101.834 CABLE COMMUNICATIONS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	88,910	0	88,910
2011-2012 Actual	0	620	0	89,000	0	89,620
2012-2013 Actual	0	0	13,170	80,110	0	93,280
2013-2014 Original Budget	0	27,000	0	91,260	0	118,260
2013-2014 Adjusted Budget (Dec)	0	27,000	0	91,260	0	118,260
2013-2014 Six Month Actual	0	0	0	33,700	0	33,700
2013-2014 Estimated Year End	0	20,000	0	80,050	0	100,050
2014-2015 Dept Request	0	50,000	0	87,640	0	137,640
2014-2015 Manager's Budget	0	50,000	0	87,640	0	137,640
2014-2015 Adopted Budget	0	50,000	0	87,640	0	137,640
2015-2016 Projected Budget	0	50,000	0	87,740	0	137,740
2016-2017 Projected Budget	0	50,000	0	87,840	0	137,840
2017-2018 Projected Budget	0	50,000	0	87,950	0	137,950
2018-2019 Projected Budget	0	50,000	0	88,060	0	138,060

***The mission of the community promotion cost center is to provide support to non-governmental organizations focused on serving our residents whose missions further the goals and objectives of the City of Royal Oak.***

As an example, the city commission assisted various not-for-profit groups who serve disadvantaged persons in the city.

Grants are on a year-to-year, case-to-case basis, depending on availability of funds.

There are no city or contract personnel costs allocated here except overtime. This cost center also records payment to eligible organizations.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Total fund expenditures decreased due to the one-time rodent control and branding budget in fiscal year 2013-14. For the first time, \$10,000 is budgeted for commission for the arts costs. \$11,000 is budgeted in order to continue the annual community survey. Three "Welcome to Royal Oak" signs are budgeted at \$15,000.

## Budget Summary

### Expenditures

101.835 COMMUNITY PROMOTION	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	16,880	0	0	41,960	0	58,840
2011-2012 Actual	16,390	190	0	33,920	0	50,500
2012-2013 Actual	11,020	130	0	61,420	0	72,570
2013-2014 Original Budget	7,380	250	0	96,800	0	104,430
2013-2014 Adjusted Budget (Dec)	7,380	250	0	110,300	0	117,930
2013-2014 Six Month Actual	4,080	140	0	37,940	0	42,160
2013-2014 Estimated Year End	8,130	250	0	107,150	0	115,530
2014-2015 Dept Request	7,880	250	0	62,180	0	70,310
2014-2015 Manager's Budget	7,880	250	0	62,180	0	70,310
2014-2015 Adopted Budget	7,880	250	0	62,180	0	70,310
2015-2016 Projected Budget	7,880	250	0	51,180	0	59,310
2016-2017 Projected Budget	7,880	250	0	51,180	0	59,310
2017-2018 Projected Budget	7,880	250	0	51,180	0	59,310
2018-2019 Projected Budget	7,880	250	0	51,180	0	59,310

***The mission for the Woodward Dream Cruise is to provide a safe family event for the thousands of visitors and residents of Royal Oak and to advertise the City of Royal Oak and attract people from around North America to it as a place to live and do business.***

The Woodward Dream Cruise (WDC) is a “one-day” classic car event held annually on the third Saturday of August. The WDC event spans down Woodward Avenue from Pontiac through Royal Oak in Oakland County, Michigan, all the way to 8 Mile Road.

The Woodward Dream Cruise is the world’s largest one-day automotive event, drawing up to 1.5 million people and 40,000 classic cars each year from around the globe. The Woodward Dream Cruise also welcomes vehicles of all models whose owners have either scrupulously maintained or customized their car to create a unique vehicle or statement.

The WDC was inaugurated in 1995. It is now the largest single day classic car event in the world, and brings in over \$56 million annually for the Metro Detroit economy.

Each year, the celebration starts early in the week with these classic vehicles brought out onto the streets in preparation, and ancillary events are scheduled in the sponsoring communities of Ferndale, Pleasant Ridge, Royal Oak, Huntington Woods, Berkley, Bloomfield Township, Bloomfield Hills, and Pontiac.

An interdisciplinary committee of the eight communities meets, at least monthly, to coordinate the event. This involves representatives of police, fire, public service, communications and recreation departments at a minimum.

Traffic and crowd control require regular and overtime services for up to seven days of Dream Cruise week. Woodward Avenue, a state highway, is closed all day Saturday for 18 miles.

This budget records the city’s additional expenses for overtime, auxiliary staff, volunteers, events and other cruise specific costs. Advertising revenue from sponsoring organizations offsets part of that cost.

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## GOALS

1. To provide a safe event.
2. To maintain facilities after the event.
3. Utilize resources to raise funds to support the event.

## OBJECTIVES

- Work with community groups and sponsors for revenue opportunities. <sup>GOAL1,2,3</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

101.836 DREAM CRUISE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	66,760	25,910	0	10,180	0	102,850
2011-2012 Actual	75,180	17,410	0	11,020	0	103,610
2012-2013 Actual	57,530	23,700	0	8,560	0	89,790
2013-2014 Original Budget	59,180	20,000	0	13,400	0	92,580
2013-2014 Adjusted Budget (Dec)	59,180	20,000	0	13,400	0	92,580
2013-2014 Six Month Actual	42,540	21,730	0	2,990	0	67,260
2013-2014 Estimated Year End	40,170	22,500	0	4,240	0	66,910
2014-2015 Dept Request	58,570	23,700	0	8,800	0	91,070
2014-2015 Manager's Budget	58,570	23,700	0	8,800	0	91,070
2014-2015 Adopted Budget	58,570	23,700	0	8,800	0	91,070
2015-2016 Projected Budget	58,570	23,700	0	8,880	0	91,150
2016-2017 Projected Budget	58,570	23,700	0	8,960	0	91,230
2017-2018 Projected Budget	58,570	23,700	0	9,040	0	91,310
2018-2019 Projected Budget	58,570	23,700	0	9,120	0	91,390

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Dream Cruise		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.1	0.1	n/a	n/a	n/a
Part-time Total		0.0	0.0	0.0	0.0	0.1	0.1	n/a	n/a	n/a

***The purpose of the Art Beats & Eats cost center is to account for the costs related to the permit parking zone the weekend of the event. The balance of the Art Beats & Eats fiscal activity is recorded in its own enterprise fund.***

For the first time, Arts, Beats & Eats was held in downtown Royal Oak over the Labor Day

Weekend, September 3-6, 2010. The event was formerly held in downtown Pontiac.

Over one-quarter of a million visitors are expected to enjoy the 150 musical acts, 150 fine artists, and nearly 50 restaurants at this 13th annual event.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

For reporting purposes, the AB&E parking permit zone cost center expenses have been moved back to the general fund. Any revenue generated by the parking permit zone has historically been recorded in the general fund and will continue to be recorded in the general fund.

## Budget Summary

### Expenditures

101.837 AB&E	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	8,700	17,360	0	248,120	0	274,180
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	0
2013-2014 Six Month Actual	0	250	0	0	0	250
2013-2014 Estimated Year End	32,490	2,910	0	15,910	0	51,310
2014-2015 Dept Request	35,770	0	0	15,790	0	51,560
2014-2015 Manager's Budget	35,770	0	0	15,790	0	51,560
2014-2015 Adopted Budget	35,770	0	0	15,790	0	51,560
2015-2016 Projected Budget	35,770	0	0	15,790	0	51,560
2016-2017 Projected Budget	35,770	0	0	15,790	0	51,560
2017-2018 Projected Budget	35,770	0	0	15,790	0	51,560
2018-2019 Projected Budget	35,770	0	0	15,790	0	51,560

*The purpose of the transfers out cost center is to provide a means of tracking the transfer of monies from the general fund to other city funds.*

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

\$12,000 is budgeted to be transferred to the motor pool fund for a new 15' mowing deck and \$23,000 for a vehicle for the requested additional appraiser III position. The transfer to the public safety fund is budgeted at \$18.6 million and increase from \$17.4 million in fiscal year 2013-14. \$350,000 is budgeted to be transferred to the senior citizen fund in accordance with the public safety millage plan. The forecast demonstrates an anticipated need to increase the transfer to the public safety millage in each year, ultimately as high as \$23 million in fiscal year 2018-19.

## Budget Summary

### Expenditures

101.965 TRANSFERS TO OTHER FUNDS	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	0	0	0	100,000	0	100,000
2011-2012 Actual	0	0	0	129,600	0	129,600
2012-2013 Actual	0	0	0	17,588,710	0	17,588,710
2013-2014 Original Budget	0	0	0	18,931,380	0	18,931,380
2013-2014 Adjusted Budget (Dec)	0	0	0	18,931,380	0	18,931,380
2013-2014 Six Month Actual	0	0	0	9,336,690	0	9,336,690
2013-2014 Estimated Year End	0	0	0	17,677,300	0	17,677,300
2014-2015 Dept Request	0	0	0	18,985,000	0	18,985,000
2014-2015 Manager's Budget	0	0	0	18,985,000	0	18,985,000
2014-2015 Adopted Budget	0	0	0	18,985,000	0	18,985,000
2015-2016 Projected Budget	0	0	0	19,996,510	0	19,996,510
2016-2017 Projected Budget	0	0	0	21,802,690	0	21,802,690
2017-2018 Projected Budget	0	0	0	22,903,050	0	22,903,050
2018-2019 Projected Budget	0	0	0	23,802,780	0	23,802,780

## **SPECIAL REVENUE FUNDS**

Special revenue funds are funds that are used to record transactions in which a funding source is legally restricted for specific expenditures.

Major Streets Fund – 202

State Construction Code Fund – 282

Local Streets Fund – 203

ROOTS Fund – 295

Public Safety Fund – 207

Senior Citizen Services Fund – 296

Publicity Tax Fund – 211

Animal Shelter Fund – 297

Solid Waste Fund – 226

Police Grants – 298

Library Millage Fund – 271

Miscellaneous Grants – 299

Community Development Block Grant Fund – 274

## **SPECIAL REVENUE FUNDS– Component Units**

Brownfield Redevelopment Authority –  
243

DDA Operation Fund – 248

DDA Development Fund – 247

The highway division of the department of public service (DPS) is responsible for routine maintenance of the city's 64.9 miles of the major street system. Routine maintenance includes

joint/crack repairs, concrete slab replacement, curb replacement, asphalt overlays/repairs, street sweeping, catch basin repair, and storm sewer/catch basin cleaning.

### GOALS

1. To provide a safe and adequate major road system, preserving the quality of life in the city; which enhances the attraction and retention of residents and businesses.
2. To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for road maintenance activities.
3. Maintain a long term major road improvement program that maximizes funds to extend and enhance the life of the city's major road system.

### OBJECTIVES

- Create an inventory of locations of major street repairs to incorporate in the annual major street repair program. <sup>GOAL1</sup>
- Maintain an active role in regional public transportation initiatives. <sup>GOAL2</sup>
- Develop sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads. <sup>GOAL3</sup>

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Additional engineer wages are being allocated to this cost center due to the addition of a civil engineer III.

The following capital improvement projects for major street routine maintenance for fiscal year 14-15 are as follows:

• 14 Mile Rd. improvements	\$200,000
• Campbell Rd. (11 Mile Rd. to 12 Mile Rd.)	410,600
• City-wide prepaid sidewalk and pavement patch program	300,000
• Coolidge Rd. traffic signal (Not in CIP)	82,500
• Main St. resurfacing	20,000
• Major St. concrete improvement	99,000
• Miscellaneous asphalt resurfacing	275,000
• Non-motorized bicycling signage	78,000
• Sidewalk improvement program	167,000
• Surveying services	10,000
• Washington Ave. resurfacing (Lincoln Rd. to 11 Mile Rd.)	301,000
• Joint Sealing (Annual)	70,000
<b><u>FY2014-15 capital improvement total:</u></b>	<b><u>\$2,012,500</u></b>

The fund's forecast includes the capital improvement projects for the corresponding years of the capital improvement plan. The forecast demonstrates a negative fund position beginning in fiscal year 15-16.



## Budget Summary

### Expenditures

<b>202.467 STREETS MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	442,630	48,090	0	1,668,560	0	2,159,280
2011-2012 Actual	283,700	33,700	0	2,159,240	0	2,476,640
2012-2013 Actual	302,190	11,540	0	1,722,880	0	2,036,610
2013-2014 Original Budget	253,880	55,400	0	1,781,380	0	2,090,660
2013-2014 Adjusted Budget (Dec)	253,880	55,400	0	1,781,380	0	2,090,660
2013-2014 Six Month Actual	93,850	14,260	0	1,005,060	0	1,113,170
2013-2014 Estimated Year End	264,970	61,350	0	1,325,460	0	1,651,780
2014-2015 Dept Request	286,710	54,900	0	2,147,890	0	2,489,500
2014-2015 Manager's Budget	286,710	54,900	0	2,147,890	0	2,489,500
2014-2015 Adopted Budget	286,710	54,900	0	2,147,890	0	2,489,500
2015-2016 Projected Budget	295,860	54,900	0	3,612,360	0	3,963,120
2016-2017 Projected Budget	305,380	54,900	0	2,572,790	0	2,933,070
2017-2018 Projected Budget	315,290	54,900	0	2,767,330	0	3,137,520
2018-2019 Projected Budget	325,610	54,900	0	1,862,970	0	2,243,480

The parks & forestry division of the department of public service (DPS) maintains parkways in the city's major street system.

Parkways or boulevards are the grassy areas between opposing lanes of roads. DPS crews weed, mow the grass, and trim trees and bushes.

### GOALS

1. To facilitate the growth of hardy tree and vegetation that will enhance the major road system while providing schemes and maintenance programs that enhance traffic safety, especially lines of sight.

### OBJECTIVES

- To respond to all street tree requests within one year of date of request.<sup>GOAL1</sup>

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

This cost center increased approximately 17% mostly due to the increased OPEB and motor pool costs.

## Budget Summary

### Expenditures

202.469 STREETS PARKWAY MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	240,510	0	0	38,920	0	279,430
2011-2012 Actual	192,830	0	0	37,160	0	229,990
2012-2013 Actual	190,540	0	0	33,080	0	223,620
2013-2014 Original Budget	196,190	0	0	56,910	0	253,100
2013-2014 Adjusted Budget (Dec)	196,190	0	0	56,910	0	253,100
2013-2014 Six Month Actual	100,120	0	0	8,650	0	108,770
2013-2014 Estimated Year End	206,530	0	0	45,400	0	251,930
2014-2015 Dept Request	231,050	0	0	62,110	0	293,160
2014-2015 Manager's Budget	231,050	0	0	62,110	0	293,160
2014-2015 Adopted Budget	231,050	0	0	62,110	0	293,160
2015-2016 Projected Budget	238,280	0	0	63,510	0	301,790
2016-2017 Projected Budget	245,820	0	0	64,950	0	310,770
2017-2018 Projected Budget	253,700	0	0	66,440	0	320,140
2018-2019 Projected Budget	261,920	0	0	67,970	0	329,890

The highway division of the department of public service (DPS) is responsible for winter maintenance, such as snow and ice control, of the City's 64.4 mile major street system.

## GOALS

1. To provide safe and passable major road system by performing prompt and efficient snow removal and ice control.
2. To clear major roads within 24 hours of a major snow event.

## OBJECTIVES

- Reduce salt usage by improving de-icing techniques resulting in cost savings. <sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel and motor pool costs are budgeted to decrease relative to fiscal year 13-14 based on the assumption of lower demand as 13-14 nearly had a record breaking snowfall.

## Budget Summary

### Expenditures

202.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	191,570	280,740	0	180,360	0	652,670
2011-2012 Actual	61,590	209,310	0	28,270	0	299,170
2012-2013 Actual	78,090	141,290	0	76,360	0	295,740
2013-2014 Original Budget	112,900	256,000	0	119,120	0	488,020
2013-2014 Adjusted Budget (Dec)	112,900	256,000	0	119,120	0	488,020
2013-2014 Six Month Actual	24,500	39,870	0	55,780	0	120,150
2013-2014 Estimated Year End	194,350	311,710	0	291,290	0	797,350
2014-2015 Dept Request	117,830	296,000	0	82,950	0	496,780
2014-2015 Manager's Budget	117,830	296,000	0	82,950	0	496,780
2014-2015 Adopted Budget	117,830	296,000	0	82,950	0	496,780
2015-2016 Projected Budget	120,930	296,000	0	85,440	0	502,370
2016-2017 Projected Budget	124,160	296,000	0	88,000	0	508,160
2017-2018 Projected Budget	127,530	296,000	0	90,640	0	514,170
2018-2019 Projected Budget	131,040	296,000	0	93,360	0	520,400

The department of public service (DPS) is responsible for implementing and maintaining traffic control for the city's major street system. This cost center focuses on traffic signage, pavement markings and traffic risk management. See also street signal services.

The city uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, police, fire, planning, and engineering departments meet monthly to discuss traffic control issues. A

volunteer resident's committee reviews the staff recommendations and makes recommends to the city commission.

Traffic control signage means street, stop, parking, turn/no-turn, speed, school zone, pedestrian walk signs, etc. The DPS's sign shop provides replacement signs promptly and reduces the cost of carrying an extensive sign inventory.

Additional services performed include pavement markings, intersection and pedestrian markings, guard rails, and bridge inspections.

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## GOALS

1. To promote effective traffic control in order to provide safety on the city's major roads.

## OBJECTIVES

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel costs increased due to OPEB contributions. Motor pool cost increased and miscellaneous contracted costs are budgeted to increase slightly for center line painting.

## Budget Summary

### Expenditures

<b>202.473 STREETS TRAFFIC CONTROL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	95,290	39,910	0	66,750	0	201,950
2011-2012 Actual	100,100	28,580	0	62,330	0	191,010
2012-2013 Actual	124,830	33,620	0	78,600	0	237,050
2013-2014 Original Budget	113,580	38,900	0	77,240	0	229,720
2013-2014 Adjusted Budget (Dec)	113,580	38,900	0	77,240	0	229,720
2013-2014 Six Month Actual	49,550	10,740	0	62,380	0	122,670
2013-2014 Estimated Year End	108,540	39,500	0	75,020	0	223,060
2014-2015 Dept Request	128,020	39,500	0	86,340	0	253,860
2014-2015 Manager's Budget	128,020	39,500	0	86,340	0	253,860
2014-2015 Adopted Budget	128,020	39,500	0	86,340	0	253,860
2015-2016 Projected Budget	132,530	39,500	0	87,330	0	259,360
2016-2017 Projected Budget	137,250	39,500	0	88,350	0	265,100
2017-2018 Projected Budget	142,170	39,500	0	89,400	0	271,070
2018-2019 Projected Budget	147,300	39,500	0	90,480	0	277,280

## Cost Center Position Detail - Home Base

Full &amp; Part-time Employees

<b>Streets Traffic Control</b>		<b>Fiscal Year</b>							
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions			Information not available					0.5	n/a
Part-Time Total	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.5	0.0

The department of public service (DPS) is responsible for implementing and maintaining traffic control for the city's major street system. This cost center focuses on signal services.

The major street system owns 78 signals, each with its own controller and wiring plus possible pedestrian crossing signals. A DPS electrician handles signal maintenance.

This cost center pays the city's share of maintenance cost for signals on state and county roads.

The city uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, police, fire, planning, and engineering departments meet monthly. A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the city commission.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Traffic signal repair and maintenance line-item budget decreased \$20,000 as activity has historically been lower than the budgeted amount. Electric costs increased \$2,000 based on estimates.

## Budget Summary

### Expenditures

<b>202.474 STREETS SIGNAL SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	26,060	6,560	0	98,440	0	131,060
2011-2012 Actual	10,550	4,660	0	92,340	0	107,550
2012-2013 Actual	18,080	6,610	0	117,640	0	142,330
2013-2014 Original Budget	15,980	12,000	0	125,190	0	153,170
2013-2014 Adjusted Budget (Dec)	15,980	12,000	0	125,190	0	153,170
2013-2014 Six Month Actual	8,080	1,970	0	62,800	0	72,850
2013-2014 Estimated Year End	21,210	12,000	0	106,900	0	140,110
2014-2015 Dept Request	21,980	12,000	0	109,800	0	143,780
2014-2015 Manager's Budget	21,980	12,000	0	109,800	0	143,780
2014-2015 Adopted Budget	21,980	12,000	0	109,800	0	143,780
2015-2016 Projected Budget	22,130	12,000	0	110,050	0	144,180
2016-2017 Projected Budget	22,280	12,000	0	110,310	0	144,590
2017-2018 Projected Budget	22,430	12,000	0	110,580	0	145,010
2018-2019 Projected Budget	22,580	12,000	0	110,860	0	145,440

**Cost Center Position Detail - Home Base**

Full &amp; Part-time Employees

Signal Services		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	n/a	Information not available				3.8	n/a	n/a	n/a
Part-Time Total	0.0	0.0	0.0	0.0	0.0	3.8	0.0	0.0	0.0

***The mission of the major street fund is to maintain the major streets system and rights-of-way in a manner to ensure safe vehicle and pedestrian traffic as well as to present an attractive roadside environment in accordance with Michigan Act 51 of Public Acts of 1951 as amended.***

The City of Royal Oak owns over 64 miles of major streets. These are the main arteries that move residents to and from local or neighborhood streets to larger, faster roads that are maintained by Oakland County or the State of Michigan. (See street map)

The city engineer, as the street administrator, is responsible for evaluating, planning, designing and constructing the road system and its traffic safety. This includes original construction, major replacement or resurfacing, traffic signs and signals.

The engineer coordinates regularly with the Oakland County Road Commission, surrounding communities and the State Department of

Transportation regarding the roads in the city for which the city is responsible. It also means meeting with subdivision and homeowner groups or associations, and other concerned citizens as situations warrant.

The department of public service maintains the system of roadways. Their responsibilities include patching roads, maintaining parkways, rights-of way, signs and signals, and controlling snow and ice.

\* \* \* \* \*

The major street fund / administration cost center accounts for the cost of the overall planning, administration and oversight of all activities that affect traffic conditions on the city's major street network.

Audit and debt expenditures are included. This cost center also accounts for any city commission authorized transfer-out to support the local street fund, as allowed by Act 51.

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## GOALS

1. Coordinate all aspects of major street construction, maintenance and permitting practices.
  2. Construct and rehabilitate failing segments of the city's major street system by implementing safety improvements as presented in the annual Capital Improvement Plan (CIP) while balancing the sometimes-conflicting interests of safety, mobility and environmental impacts.
- Maintain an active role in regional public transportation initiatives.<sup>GOAL1,2</sup>



## Performance Indicators / Outcome Measures

	<u>Actual</u> <u>FY10-11</u>	<u>Actual</u> <u>FY11-12</u>	<u>Dec 31</u> <u>2012</u>	<u>Projected</u> <u>FY12-13</u>	<u>Projected</u> <u>FY13-14</u>	<u>Projected</u> <u>FY14-15</u>
GOAL <sup>1</sup> Asphalt Road Repairs (tons of material)	507.51	n/a	n/a	n/a	n/a	n/a
GOAL <sup>1</sup> Concrete Road Repairs (yards)	416	n/a	n/a	n/a	n/a	n/a
GOAL <sup>1</sup> Pavement cuts	178	n/a	n/a	n/a	n/a	n/a
GOAL <sup>1</sup> Responses to Major Street Tree Work Requests	410	n/a	n/a	n/a	n/a	n/a
GOAL <sup>2</sup> Boulevards Mowed (hours)	541	n/a	n/a	n/a	n/a	n/a
GOAL <sup>2</sup> Major Streets - Salt Applied (tons)	6,315.14	n/a	n/a	n/a	n/a	n/a
GOAL <sup>2</sup> Number of Snow Events	5	n/a	n/a	n/a	n/a	n/a
GOAL <sup>2</sup> Number of Signs Replaced due to Routine Maintenance and Accidents	879	n/a	n/a	n/a	n/a	n/a

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase minimally based on the State of Michigan's projection. The transfer to the local street fund is budgeted at \$350,000 as in past years. The department requested budget includes the requested road projects from the capital improvement plan; however funding is not sufficient to cover all of the capital costs. Therefore, FY2014-15 adopted budget eliminates the lower priority projects. Use of fund balance is budgeted at approximately \$1.1 million. The fund forecast demonstrates the need for additional funding in order to support the operating and capital needs. The city manager has recommended a ten year road millage ballot question for the November 2014 election to help fund the capital improvements projects in the capital improvement plan.

## Budget Summary

<b>Major Street Fund Summary</b>	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	2,578,606	2,620,356	1,530,336	(1,053,644)	(2,628,724)	(4,430,264)
Revenues and transfers from other funds	3,596,790	3,080,600	3,080,600	3,080,600	3,080,600	3,080,600
Expenditures and transfers to other funds	3,555,040	4,170,620	5,664,580	4,655,680	4,882,140	4,010,960
Net Change in Fund Balance	41,750	(1,090,020)	(2,583,980)	(1,575,080)	(1,801,540)	(930,360)
Ending Fund Balance	2,620,356	1,530,336	(1,053,644)	(2,628,724)	(4,430,264)	(5,360,624)

## Revenues

<b>202-000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	2,738,410	168,350	30,870	37,350	7,380	2,982,360
2011-2012 Actual	0	2,867,900	177,700	179,050	9,880	7,180	3,241,710
2012-2013 Actual	0	2,956,500	181,760	28,530	24,800	3,950	3,195,540
2013-2014 Original Budget	0	2,595,000	168,000	23,100	919,470	0	3,705,570
2013-2014 Adjusted Budget (Dec)	0	2,595,000	168,000	23,100	919,470	0	3,705,570
2013-2014 Six Month Actual	0	1,196,990	0	6,360	80,950	0	1,284,300
2013-2014 Estimated Year End	0	3,160,530	181,000	170,260	85,000	0	3,596,790
2014-2015 Dept Request	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2014-2015 Manager's Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2014-2015 Adopted Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2015-2016 Projected Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2016-2017 Projected Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2017-2018 Projected Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600
2018-2019 Projected Budget	0	2,868,000	181,000	21,600	10,000	0	3,080,600

## Expenditures

<b>202.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	491,880	0	491,880
2011-2012 Actual	0	0	0	478,530	0	478,530
2012-2013 Actual	0	0	0	488,250	0	488,250
2013-2014 Original Budget	0	0	0	490,900	0	490,900
2013-2014 Adjusted Budget (Dec)	0	0	0	490,900	0	490,900
2013-2014 Six Month Actual	0	0	0	103,340	0	103,340
2013-2014 Estimated Year End	0	0	0	490,810	0	490,810
2014-2015 Dept Request	0	0	0	493,540	0	493,540
2014-2015 Manager's Budget	0	0	0	493,540	0	493,540
2014-2015 Adopted Budget	0	0	0	493,540	0	493,540
2015-2016 Projected Budget	0	0	0	493,760	0	493,760
2016-2017 Projected Budget	0	0	0	493,990	0	493,990
2017-2018 Projected Budget	0	0	0	494,230	0	494,230
2018-2019 Projected Budget	0	0	0	494,470	0	494,470

***The highway division of the department of public service (DPS) is responsible for daily routine maintenance of the city's 148-mile local street system.***

Routine maintenance includes joint and crack sealing, concrete slab replacement, some limited asphalt overlays/repairs that are

implemented through CIP's managed by the engineering department, street sweeping and storm sewer/catch basin cleaning. Dust control is applied when paid by residents and is performed by the highway division.

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### GOALS

1. To provide a safe and adequate local/neighborhood system, preserving the quality of life in the city; which enhances the attraction and retention of residents and businesses.
2. To provide proactive planning and programming of maintenance activities to maximize the use of available resources dedicated for local/neighborhood maintenance activities.
3. To maintain a long term local street improvement program that maximizes funding to extend and enhance the life of the city's local street system.

### OBJECTIVES

- Create an inventory of locations of local streets to incorporate in the FY 2014/15 local street repair program.<sup>GOAL 1,2,3</sup>
- Complete pavement cut list by October 1st.<sup>GOAL 2</sup>
- Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.<sup>GOAL 3</sup>
- Maintain an active role in regional public transportation initiatives.<sup>GOAL 3</sup>

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Although the recently adopted capital improvement plan provides for approximately \$2.9 million for annual local road improvements, this budget does not include any capital projects due to insufficient funding and the minimal amount of fund balance remaining in this fund.

## Budget Summary

### Expenditures

203.467 STREETS MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	426,930	31,970	0	481,180	0	940,080
2011-2012 Actual	634,280	27,340	0	760,370	0	1,421,990
2012-2013 Actual	410,290	8,210	0	351,410	0	769,910
2013-2014 Original Budget	566,150	43,000	0	617,330	0	1,226,480
2013-2014 Adjusted Budget (Dec)	566,150	43,000	0	617,330	0	1,226,480
2013-2014 Six Month Actual	232,570	13,270	0	403,850	0	649,690
2013-2014 Estimated Year End	511,530	46,660	0	578,880	0	1,137,070
2014-2015 Dept Request	379,710	46,490	0	3,054,510	0	3,480,710
2014-2015 Manager's Budget	379,710	46,490	0	131,510	0	557,710
2014-2015 Adopted Budget	379,710	46,490	0	131,510	0	557,710
2015-2016 Projected Budget	390,770	46,490	0	3,046,750	0	3,484,010
2016-2017 Projected Budget	402,300	46,490	0	2,882,090	0	3,330,880
2017-2018 Projected Budget	414,320	46,490	0	2,876,530	0	3,337,340
2018-2019 Projected Budget	426,850	46,490	0	2,854,080	0	3,327,420

## Cost Center Position Detail – Home Base

### Full & Part-time Employees

Streets Maintenance		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Equipment Repair Worker		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				4.3	4.3	n/a	n/a	n/a
Part-Time Total		0.0	0.0	0.0	0.0	4.3	4.3	0.0	0.0	0.0

This division of the department of public service (DPS) maintains parkways in the city's local street system. Parkway or boulevards are the grassy areas between opposing lanes of roads.

DPS crews weed, mow the grass, and trim trees and bushes.

## GOALS

1. To facilitate the growth of hardy tree and vegetation that will enhance the neighborhood while providing schemes and maintenance programs that enhance traffic safety, especially lines of sight.

## OBJECTIVES

- To provide effective weed control on prominent medians (dandelion control).<sup>GOAL1</sup>
- Respond to all tree requests for service within one year of request.<sup>GOAL1</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<sup>GOAL1</sup> Boulevards Mowed (hours )	946	628	564	1,000	950	950
<sup>GOAL1</sup> Street Tree work requests	1324	968	690	1,400	1,400	1,400

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

<b>203.469 STREETS PARKWAY MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	282,450	0	0	154,160	0	436,610
2011-2012 Actual	243,980	0	0	114,970	0	358,950
2012-2013 Actual	299,650	0	0	173,300	0	472,950
2013-2014 Original Budget	267,510	0	0	139,020	0	406,530
2013-2014 Adjusted Budget (Dec)	267,510	0	0	139,020	0	406,530
2013-2014 Six Month Actual	145,590	0	0	68,930	0	214,520
2013-2014 Estimated Year End	297,840	0	0	139,000	0	436,840
2014-2015 Dept Request	248,020	0	0	149,790	0	397,810
2014-2015 Manager's Budget	248,020	0	0	149,790	0	397,810
2014-2015 Adopted Budget	248,020	0	0	149,790	0	397,810
2015-2016 Projected Budget	256,770	0	0	153,680	0	410,450
2016-2017 Projected Budget	265,920	0	0	157,690	0	423,610
2017-2018 Projected Budget	275,490	0	0	161,820	0	437,310
2018-2019 Projected Budget	285,480	0	0	166,070	0	451,550

The highway division of the department of public service (DPS) is responsible for winter

maintenance, such as snow and ice control, of the city's 148 mile local street system.

## GOALS

1. To provide safe and passable major road system by performing prompt and efficient snow removal and ice control.
2. To continue to introduce de-icing as a cost saving measure.

## OBJECTIVES

- To provide prompt and efficient snow removal and de-icing within 24 hours of a major snow event.<sup>GOAL1,2</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel and motor pool costs are budgeted to decrease relative to fiscal year 13-14 costs based on the assumption of lower demand next year as fiscal year 13-14 nearly had a record breaking snowfall and due to the need to reduce the budget to prevent a negative fund balance position.

## Budget Summary

### Expenditures

203.472 STREETS WINTER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	108,660	31,850	0	88,220	0	228,730
2011-2012 Actual	19,570	23,210	0	1,540	0	44,320
2012-2013 Actual	90,130	14,070	0	77,200	0	181,400
2013-2014 Original Budget	77,490	40,000	0	70,820	0	188,310
2013-2014 Adjusted Budget (Dec)	77,490	40,000	0	70,820	0	188,310
2013-2014 Six Month Actual	32,680	4,430	0	26,710	0	63,820
2013-2014 Estimated Year End	194,930	40,000	0	195,360	0	430,290
2014-2015 Dept Request	85,360	82,500	0	56,580	0	224,440
2014-2015 Manager's Budget	85,360	82,500	0	56,580	0	224,440
2014-2015 Adopted Budget	85,360	82,500	0	56,580	0	224,440
2015-2016 Projected Budget	87,580	82,500	0	58,280	0	228,360
2016-2017 Projected Budget	89,900	82,500	0	60,030	0	232,430
2017-2018 Projected Budget	92,310	82,500	0	61,830	0	236,640
2018-2019 Projected Budget	94,830	82,500	0	63,680	0	241,010

The department of public service (DPS) is responsible for implementing and maintaining traffic control for the city's local street system. This cost center focuses on traffic signage, pavement markings and traffic risk management.

The city uses a two-stage traffic control committee to review traffic control issues and make recommendations for changes. Representatives from DPS, police, fire, planning, and engineering departments meet monthly.

A volunteer citizen's committee reviews the staff recommendations and makes recommendations to the city commission.

Traffic control signage means street, stop, parking, turn/no-turn, speed, school zone, pedestrian walk signs, etc. DPS's own sign shop provides replacement signs promptly and reduces the cost of carrying an extensive sign inventory. Additional services performed include pavement markings, intersection and pedestrian markings.

## GOALS

1. To promote effective traffic control in order to provide safety on the city's local streets.
2. To maintain all street pavement markings.
3. To replace all down signs within 24 hours of notification.

## OBJECTIVES

- Convert all street markings from paint to thermoplastic within 7 years.<sup>GOAL1</sup>
- Inspect <sup>all</sup> pavement markings annually.<sup>GOAL2</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Traffic control is budgeted to decrease due to the need to cut operating costs to keep the fund from a negative position.



## Budget Summary

### Expenditures

<b>203.473 STREETS TRAFFIC CONTROL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	89,550	9,590	0	27,830	0	126,970
2011-2012 Actual	135,200	4,400	0	30,130	0	169,730
2012-2013 Actual	136,970	5,580	0	30,810	0	173,360
2013-2014 Original Budget	179,160	10,000	0	28,730	0	217,890
2013-2014 Adjusted Budget (Dec)	179,160	10,000	0	28,730	0	217,890
2013-2014 Six Month Actual	69,830	4,230	0	13,300	0	87,360
2013-2014 Estimated Year End	153,340	10,000	0	28,730	0	192,070
2014-2015 Dept Request	114,270	10,000	0	20,270	0	144,540
2014-2015 Manager's Budget	114,270	10,000	0	20,270	0	144,540
2014-2015 Adopted Budget	114,270	10,000	0	20,270	0	144,540
2015-2016 Projected Budget	118,160	10,000	0	20,880	0	149,040
2016-2017 Projected Budget	122,210	10,000	0	21,510	0	153,720
2017-2018 Projected Budget	126,430	10,000	0	22,160	0	158,590
2018-2019 Projected Budget	130,850	10,000	0	22,820	0	163,670

***The mission of the local street fund is to maintain the local streets system and rights-of-way in a manner to ensure safe vehicle and pedestrian traffic as well as to present an attractive roadside environment in accordance with Michigan Act 51 of Public Acts of 1951 as amended.***

The City of Royal Oak owns over 148 miles of local streets. These are the neighborhood roads that move residents to and from their residences to major streets or other larger, faster roads that are maintained by Oakland County or the State of Michigan.

The city engineer, as the street administrator, is responsible for evaluating, planning, designing and constructing the road system and its traffic safety. This includes original construction, major replacement or resurfacing, and traffic signs.

The engineer meets with neighborhood groups wishing to upgrade their streets to inform them and guide them in obtaining special assessment funding.

The department of public service maintains the system of roadways. Their responsibilities include patching roads, maintaining parkways, rights-of way, signs, and controlling snow and ice on the roads.

\* \* \* \* \*

The Local Street fund / administration cost center accounts for the cost of the overall planning, administration and oversight of all activities that affect traffic conditions on the city's local street network. Audit expenditures are included.

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## GOALS

1. To effectively plan and coordinate the construction, maintenance and permitting for the city's local street system in a manner that maximizes the use of resources.
- Maintain an active role in regional public transportation initiatives.<sup>GOAL1</sup>

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Revenues from the gasoline/vehicle registration (Act 51) tax are budgeted to increase minimally relative to the fiscal year 13-14 original budget based on the State of Michigan's projection. The transfer from the major street fund is budgeted at \$350,000 as in past years. The department requested budget includes the requested road projects from the adopted capital improvement plan; however funding is not sufficient to cover any of the capital costs therefore the department reduced its requested budget. (see capital improvement fund for a list of projects). The fund's forecast includes the capital improvement projects for the corresponding years of the capital improvement plan. In fact, the operating budget has been reduced in order to remain in a positive fund balance position. The fund forecast demonstrates the need for additional funding in order to support the operating and capital needs. The city manager has recommended a ten year road millage ballot question for the November 2014 election to help fund the capital improvements projects in the capital improvement plan.

## Budget Summary

Local Street Fund Summary	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	1,148,636	512,326	435,776	(2,588,274)	(5,481,244)	(8,403,604)
Revenues and transfers from other funds	1,604,200	1,283,800	1,283,800	1,283,800	1,283,800	1,283,800
Expenditures and transfers to other funds	2,240,510	1,360,350	4,307,850	4,176,770	4,206,160	4,220,080
Net Change in Fund Balance	(636,310)	(76,550)	(3,024,050)	(2,892,970)	(2,922,360)	(2,936,280)
Ending Fund Balance	512,326	435,776	(2,588,274)	(5,481,244)	(8,403,604)	(11,339,884)

## Revenues

203.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	886,060	0	26,590	5,110	357,690	1,275,450
2011-2012 Actual	0	906,650	0	13,800	630	366,180	1,287,260
2012-2013 Actual	0	913,780	0	6,420	2,840	403,420	1,326,460
2013-2014 Original Budget	0	905,000	0	7,500	1,500	350,000	1,264,000
2013-2014 Adjusted Budget (Dec)	0	905,000	0	7,500	1,500	350,000	1,264,000
2013-2014 Six Month Actual	0	320,000	0	1,490	340	0	321,830
2013-2014 Estimated Year End	0	1,252,000	0	1,600	600	350,000	1,604,200
2014-2015 Dept Request	0	932,000	0	1,200	600	350,000	1,283,800
2014-2015 Manager's Budget	0	932,000	0	1,200	600	350,000	1,283,800
2014-2015 Adopted Budget	0	932,000	0	1,200	600	350,000	1,283,800
2015-2016 Projected Budget	0	932,000	0	1,200	600	350,000	1,283,800
2016-2017 Projected Budget	0	932,000	0	1,200	600	350,000	1,283,800
2017-2018 Projected Budget	0	932,000	0	1,200	600	350,000	1,283,800
2018-2019 Projected Budget	0	932,000	0	1,200	600	350,000	1,283,800

## Expenditures

<b>203.515 STREETS ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	58,930	0	0	58,930
2011-2012 Actual	0	0	0	46,630	0	0	46,630
2012-2013 Actual	0	0	0	31,790	0	0	31,790
2013-2014 Original Budget	0	0	0	44,290	0	0	44,290
2013-2014 Adjusted Budget (Dec)	0	0	0	44,290	0	0	44,290
2013-2014 Six Month Actual	0	0	0	22,730	0	0	22,730
2013-2014 Estimated Year End	0	0	0	44,240	0	0	44,240
2014-2015 Dept Request	0	0	0	35,850	0	0	35,850
2014-2015 Manager's Budget	0	0	0	35,850	0	0	35,850
2014-2015 Adopted Budget	0	0	0	35,850	0	0	35,850
2015-2016 Projected Budget	0	0	0	35,990	0	0	35,990
2016-2017 Projected Budget	0	0	0	36,130	0	0	36,130
2017-2018 Projected Budget	0	0	0	36,280	0	0	36,280
2018-2019 Projected Budget	0	0	0	36,430	0	0	36,430

The public safety fund collects the public safety millage, authorized by voters in November 2012. The city will levy 3.975 mills of the 3.975 authorized levy for fiscal year 14-15 in accordance with the public safety plan which was reported prior to the election. This will be the third year of the five year millage. Revenues generated by the police, fire and ambulance

functions are accounted for in this fund. This fund receives nearly sixty-five percent of funding from a general fund transfer. The fund contains the police, fire and ambulance cost centers.

#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

The public safety millage is budgeted to generate nearly \$8.4 million based on the millage rate of 3.975 mills (the maximum authorized levy). Fiscal year 2014-15 will be the third year of the five year millage. It is anticipated that a similar (or larger) sized funding source will be required when the millage expires in two years. The forecast assumes a renewal of the same millage rate only; which generates a negative fund balance in the general fund due to the large transfer required by the public safety fund. A transfer of \$18.6 million from the general fund to offset the police, fire and ambulance functions' expenditures is budgeted for fiscal year 14-15. Based on the significant increase in transfer from the general fund during the renewal years, a larger millage may be necessary. By the last year of the forecast, the general fund will need to transfers out over \$23 million (annually) to the public safety fund.

## Budget Summary

PUBLIC SAFETY FUND	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	2,277,340	2,312,450	1,437,850	306,100	105,520	97,770
Revenues and transfers from other funds	26,381,320	28,669,520	29,095,020	30,978,350	32,162,510	33,147,510
Expenditures and transfers to other funds	26,346,210	29,544,120	30,226,770	31,178,930	32,170,260	33,202,490
Net Change in Fund Balance	35,110	(874,600)	(1,131,750)	(200,580)	(7,750)	(54,980)
Ending Fund Balance	2,312,450	1,437,850	306,100	105,520	97,770	42,790

Note: FY2017-18 assumes the renewal of the Public Safety Millage

## Revenues

207-000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0	0
2012-2013 Actual	7,172,420	943,630	1,205,530	2,050	113,430	16,598,710	26,035,770
2013-2014 Original Budget	7,210,000	0	1,034,900	2,000	116,820	19,048,380	27,412,100
2013-2014 Adjusted Budget (Dec)	7,210,000	0	1,034,900	2,000	116,820	19,048,380	27,412,100
2013-2014 Six Month Actual	1,324,380	0	637,170	630	64,130	9,524,190	11,550,500
2013-2014 Estimated Year End	7,295,000	0	1,156,510	2,000	133,510	17,794,300	26,381,320
2014-2015 Dept Request	8,407,000	0	1,147,300	12,000	128,220	18,975,000	28,669,520
2014-2015 Manager's Budget	8,407,000	0	1,147,300	12,000	128,220	18,975,000	28,669,520
2014-2015 Adopted Budget	8,407,000	0	1,147,300	12,000	128,220	18,975,000	28,669,520
2015-2016 Projected Budget	8,332,500	0	1,147,300	12,000	128,220	19,475,000	29,095,020
2016-2017 Projected Budget	8,415,830	0	1,147,300	12,000	128,220	21,275,000	30,978,350
2017-2018 Projected Budget	8,499,990	0	1,147,300	12,000	128,220	22,375,000	32,162,510
2018-2019 Projected Budget	8,584,990	0	1,147,300	12,000	128,220	23,275,000	33,147,510

***The Royal Oak Police Department's mission is to keep the City of Royal Oak a safe community.***

ROPD has been reorganized into two divisions, staff services division and patrol operations division. Additionally, a professional standards unit that reports directly to the chief has been created. A complete 911-emergency police and fire dispatch function is housed and supervised within the police department. Services include responding to calls for service, traffic education and enforcement, emergency management, Citizen Corps, investigation and prosecution of criminal offenses, school liaison program, crime prevention, school crossing and maintaining a detention facility.

The patrol division has three eight-hour shifts: day, afternoon and midnight. Each patrol shift is led by a lieutenant and is staffed by patrol sergeants, and patrol officers, a K-9 officer (on midnight shift), and police service aides.

The Criminal Investigation Division (CID) is headed by a lieutenant, who supervises a sergeant, detectives, and officers. The officers are assigned to Royal Oak High School, the narcotics enforcement team, and the records section.

As the department adds staff throughout the year, the following units will be filled, crime

prevention/special event unit, and the central business district unit.

Royal Oak participates in the following task forces; Narcotic Enforcement Team DEA, and Secret Service Fraud Task force.

The records section collects, analyses, and reports performance data, processes handgun permits and maintains evidence. The records section reports to the deputy chief of staff services.

Fifteen volunteer auxiliary police "officers" assist the department in a variety of ways, including acting as extra "eyes and ears" while patrolling on Thursday, Friday and Saturday evenings, performing home vacation checks, and working special events such as the Woodward Dream Cruise, Arts, Beats and Eats and the Clay and Glass Festival. Additionally, auxiliary officers are available to assist patrol operations on an emergency call-out basis for downed wires, flooding, etc.

The police chief is the city's emergency manager. In separate cost centers, the chief is responsible for the animal control division, Royal Oak Animal Shelter, parking enforcement division and grant activity in the police grants fund.

## GOALS

1. To keep Royal Oak safe.
2. To maintain a visible presence in the community.
3. To provide quality police service in the most efficient and cost effective manner possible.
4. To provide exceptional public safety for major events, such as Dream Cruise and Arts, Beats and Eats.
5. Utilize a data-driven approaches to crime prevention and enforcement.

## OBJECTIVES

- Increase staffing levels.<sup>GOAL1</sup>
- Adequately equip and train staff.<sup>GOAL1</sup>
- Continue to monitor the performance of the police personnel and maintain a high level of accountability.<sup>GOAL3</sup>
- Continually review operations and procedures to ensure the agency innovative and operating under industry best practices.<sup>GOAL4</sup>
- Develop and implement a DDACTS operational model detail.<sup>GOAL5</sup>

## GOALS

6. To establish or maintain partnerships with community groups to make the most of proactive police efforts.

## OBJECTIVES

- Enhance mutual aid agreements with neighboring communities.<sup>GOAL6</sup>
- Work closely with the crime prevention council to revive the neighborhood watch program and work with neighborhood associations.<sup>GOAL6</sup>
- Empower all employees within the police department to maximize participation and input in law enforcement, as well as, cost cutting and efficiency improvements.<sup>GOAL3</sup>
- Continue to work closely with citizen and business groups throughout Royal Oak.<sup>GOAL6</sup>
- Continue to explore consolidation/shared service options with neighboring communities.<sup>GOAL6</sup>
- Explore additional police grant opportunities.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	Actual <u>2010</u>	Actual <u>2011</u>	Actual <u>2012</u>	Actual <u>2013</u>	Projected <u>2014</u>	Projected <u>2015</u>
<sup>GOAL1</sup> Calls for Service	31,111	29,887	37,297	40,744	42,000	43,000
<sup>GOAL1</sup> CID Cases Assigned	804	915	613	720	840	840
<sup>GOAL1</sup> Warrants Obtained	419	354	288	300	355	400
<sup>GOAL1</sup> Traffic Violations Issued	13,148	13,657	13,035	13,983	15,000	15,000
<sup>GOAL1</sup> Accidents reported-Non Injury	1,863	2,111	1,935	2,030	1,900	1,900
<sup>GOAL1</sup> Accidents- Injury	150	150	255	241	250	250
<sup>GOAL1</sup> Accidents- Fatal	0	1	1	0	1	1
<sup>GOAL1</sup> Part A Crimes	2,949	2,963	2,601	2,305	2,400	2,400
<sup>GOAL1</sup> Part B Crimes	2,963	1,948	1,179	1,271	1,500	1,900

Note: Police performance measures are reported on a calendar year basis as opposed to a fiscal year basis



**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The ROPD expects to be at full staffing at or near the beginning of the fiscal year. Overtime, due to training new officers and PSAs, is expected to continue at current levels for the first half of the fiscal year. Several officers are eligible for retirement, but no more than four (4) are expected to retire during the 2014-15 fiscal year. Part-time wages are budgeted to increase significantly with the implementation of part-time desk officers allowing additional sworn officers "on the street". One full-time civilian position is budgeted to replace the sworn officer in the property room. This will allow the department to assign the officer to work "on the street". A seventeen space carport along the North side of the parking lot in the amount of \$25,000 is budgeted. The carport will provide increased efficiency in the winter months as officers will not need to take time to clear cars of ice/snow. The carports are intended to keep cars clear of the significant amounts of bird feces the balance of the year. \$35,000 is budgeted for repairs to the police department building.

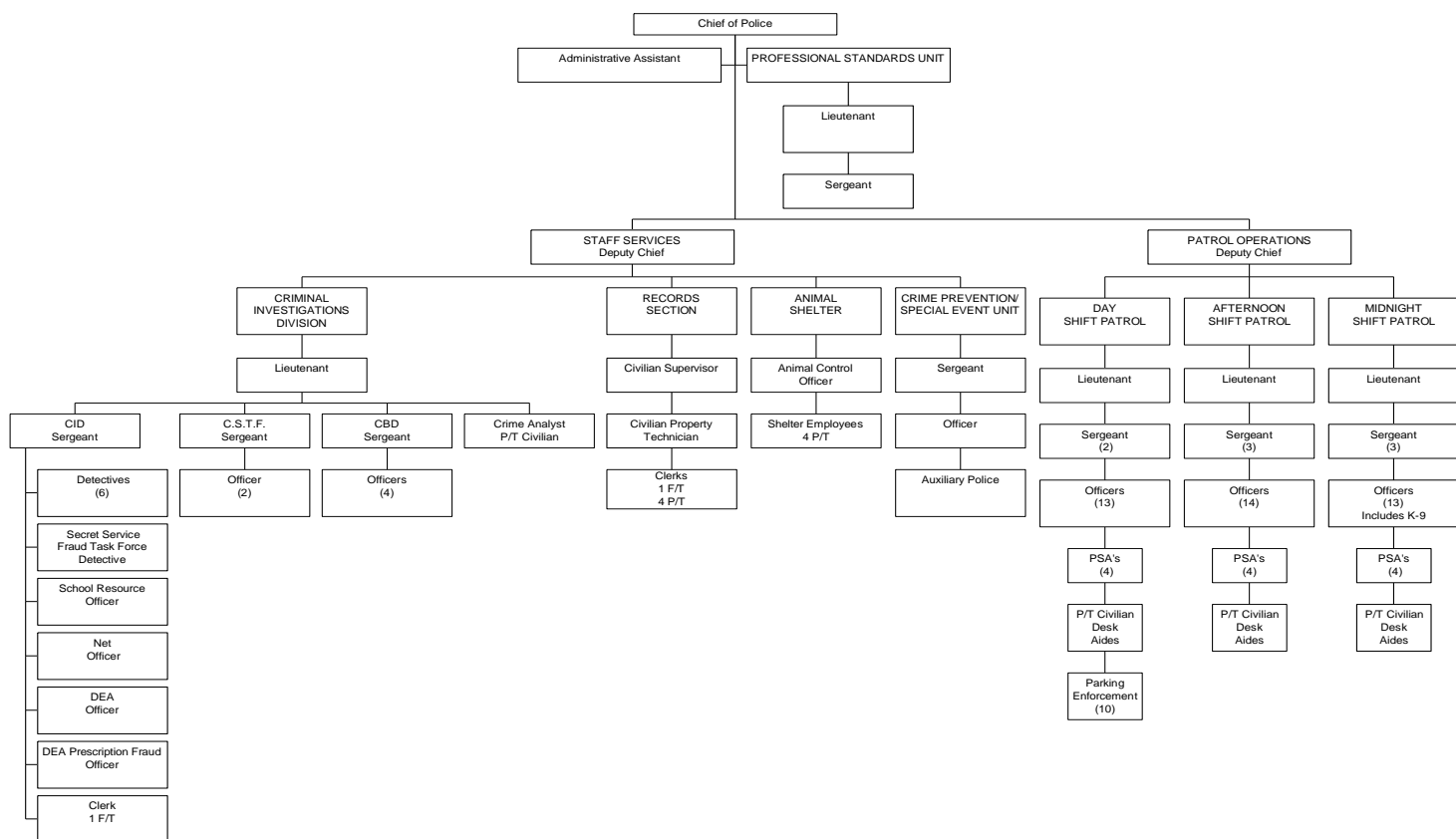
**Budget Summary****Expenditures**

<b>101.301 POLICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	12,029,520	73,560	0	769,950	0	12,873,030
2011-2012 Actual	11,656,180	88,490	0	857,960	0	12,602,630
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	0
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	0	0	0	0	0
2014-2015 Dept Request	0	0	0	0	0	0
2014-2015 Manager's Budget	0	0	0	0	0	0
2014-2015 Adopted Budget	0	0	0	0	0	0
2015-2016 Projected Budget	0	0	0	0	0	0
2016-2017 Projected Budget	0	0	0	0	0	0
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0

## Expenditures

<b>207.301 POLICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	11,566,020	68,250	146,610	1,972,790	0	13,753,670
2013-2014 Original Budget	13,790,710	111,400	0	2,164,590	0	16,066,700
2013-2014 Adjusted Budget (Dec)	13,638,510	111,400	55,200	2,261,590	0	16,066,700
2013-2014 Six Month Actual	5,766,180	28,250	0	989,280	0	6,783,710
2013-2014 Estimated Year End	12,843,830	110,900	68,740	2,239,010	0	15,262,480
2014-2015 Dept Request	14,927,760	112,400	25,000	2,104,310	0	17,169,470
2014-2015 Manager's Budget	14,927,760	112,400	25,000	2,104,310	0	17,169,470
2014-2015 Adopted Budget	14,927,760	112,400	25,000	2,139,310	0	17,204,470
2015-2016 Projected Budget	15,429,740	112,400	25,000	2,130,530	0	17,697,670
2016-2017 Projected Budget	15,952,580	112,400	25,000	2,157,540	0	18,247,520
2017-2018 Projected Budget	16,497,200	112,400	25,000	2,185,360	0	18,819,960
2018-2019 Projected Budget	17,064,600	112,400	25,000	2,214,010	0	19,416,010

## Departmental Organization Chart



## Cost Center Position Detail- Home Base

Full & Part-time Employees

<b>Police</b>		<b>Fiscal Year</b>							
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
<b><u>Full-Time Positions</u></b>									
Police Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Chief of Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0	2.0	2.0
Police Lieutenant	4.0	4.0	4.0	4.0	4.0	4.0	4.0	5.0	5.0
Police Sergeant	12.0	12.0	10.0	11.0	11.0	10.0	10.0	13.0	13.0
Detective	7.0	8.0	8.0	8.0	7.0	5.0	5.0	7.0	7.0
Police Officer	64.0	64.0	63.0	57.0	40.0	44.0	48.0	51.0	51.0
Police Service Aide	10.0	11.0	10.0	10.0	9.0	9.0	9.0	12.0	12.0
Police Records Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Secretary I - Police	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Detective Bureau	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Police Records - MC III	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Detective Bureau - MC II	1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
Police Records - MC II	2.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	2.0
Police Records - MC I	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	106.0	107.0	103.0	98.0	77.0	77.0	81.0	96.0	97.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				7.0	7.0	n/a	n/a	n/a
Cost Center Total	106.0	107.0	103.0	98.0	84.0	84.0	81.0	96.0	97.0

***The mission of the Royal Oak Fire Department is to protect and preserve life, property and the environment through a dedicated and highly trained professional team.***

The fire department cross-staffs three strategically located fire stations to provide the shortest possible response time to all areas of the city. Operations are funded primarily through general fund tax revenue along with a public safety millage.

Fire operations are organized into two divisions, fire prevention and fire suppression in this one cost center.

The fire prevention division provides public education for the prevention of fires and risk management service. They lead inspections, investigations, plan reviews, and fire code enforcement. They work with several other departments in the City of Royal Oak on the plan reviews and annual business license renewals.

The fire suppression division currently responds to city fire protection and medical emergencies as well as special tactical operations for Haz-Mat and tech rescue.

The department currently provides Advanced Life Support (ALS) ambulances to the City of Royal Oak and its immediate Oak-Way neighbors for medical care and transport to area hospitals. Costs of ambulance rescue services are tracked in the ambulance service cost center so they can be evaluated against ambulance service revenue received by the general fund.

As part of the Oak-Way mutual aid pact, the suppression firefighters are first responders to our city and back-up responders to eight mutual aid communities.

The department responds to hazardous material incidents with an in-house initial response. If additional resources are needed the city activates the Oak-Way Haz-Mat Team.

The department provides technical rescue response to the City of Royal Oak via the Oak-Way Technical Rescue Team. The city also coordinates with Birmingham, Madison Heights and Ferndale to form "Squad 4 of the Oakland County Technical Rescue Regional Response Team."

The city's insurance service office fire protection rating which is based on manpower, stations, equipment, training and water supply is currently at three.

All fire department calls are dispatched by the 911 public safety answering point (PSAP) at the police department's dispatch center.

The department is responsible for the daily maintenance of all emergency response vehicles and equipment. The shift personnel maintain the stations' buildings and grounds.

Daily training is conducted to keep the quality of our service high and employee injuries low.

Grants are recorded in the fire grants fund.

A separate fire debt tax millage is collected and budgeted separately in the general obligation debt fund to pay the debt service on Series 2001A bonds that built or improved fire stations. The millage is to be levied at 0.2910 mills.

Fire apparatus are purchased by the motor pool and rented to the fire department. Those rental rates in this budget include charges for debt and/or capital replacement plus repair and maintenance costs.

## GOALS

1. Provide the highest quality fire protection, possibly saving lives and property from the ravages of fire.
2. Seek a stable revenue stream to protect the delivery of essential public safety services.
3. Utilize technology to maximize the efficiency, effectiveness, and safety of fire operations.
4. Limit fire loss through comprehensive fire safety inspections.
5. Promote physical fitness for all personnel especially those who perform fire-fighting activities.
6. Evaluate the level of service the department provides by monitoring response times.
7. Maintain safe working conditions and equipment.
8. Reduce the number and length of time employees are on injury leave.

## OBJECTIVES

- Enhance mutual aid agreements with neighboring communities. <sup>GOAL1</sup>
- Continue to seek advanced training with our mutual aid departments to increase fire protection services. <sup>GOAL1</sup>
- Explore additional fire grant opportunities. <sup>GOAL2</sup>
- Inform the public through public service announcements, the proper use of the 911 system. <sup>GOAL3</sup>
- Create software with vital information from fire prevention, building department, engineering and Oakland County to be pushed to computers on fire apparatus. <sup>GOAL3</sup>
- Increase the number of fire inspections annually and look into an additional fire inspector positions. <sup>GOAL4</sup>
- Reduce the number of on-duty injuries by targeted training sessions including mandatory physical fitness and following strict safety requirements on the emergency scene. <sup>GOAL5</sup>
- Organize specialized training programs such as firefighter survival, mayday drills, rapid intervention team (RIT), Tech Rescue, and Haz-Mat drills. <sup>GOAL5</sup>
- Make minimal changes to staffing to maintain response times and city's ISO rating. <sup>GOAL6</sup>
- Identify and cost out extrication equipment and training necessary for use on hybrid and alternative fuel vehicles. <sup>GOAL7</sup>
- Have employees, the city and workman's compensation work together to rehabilitate employees in a safe manner to ensure a quick return to work. <sup>GOAL8</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY 12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
GOAL Structure Fires	55	70	35	75	80	80
GOAL Vehicle Fires	22	20	10	25	30	30
GOAL Other Fires	33	48	24	55	110	110
GOAL Total Fires	110	138	69	155	220	220
GOAL Property Loss in Millions \$	.465	1.099	.414	.650	.600	.590
GOAL Loss as a % of Property Value	4.76%	4.83%	8.75%	9.00%	8.75%	8.00%
GOAL Total EMS Incidents	3,890	4,000	2,076	4,055	4,110	4,180
GOAL3 False Alarms including detector activations	275	250	145	250	250	250
GOAL Hazardous Conditions	349	360	152	370	380	380
GOAL Public Service Calls	373	500	240	520	530	530
GOAL Good Intent including Smoke Scares	709	650	315	665	670	670
GOAL Other Alarms	6	60	32	65	70	70
GOAL1 Incidents by Fire Station						
Station #1	2,414	2,600	1,295	2,650	2,700	2,700
Station #2	2,142	2,200	1,086	2,300	2,350	2,350
Station #3	1,157	1,300	649	1,350	1,400	1,400
Total Incidents	5,715	6,100	3,030	6,300	6,450	6,450
ISO Rating	3	3	3	3	3	3
GOAL6 Average Fire Response Time	05:16	05:00	05:16	05:00	05:00	05:00
GOAL4 # of Businesses available to inspect	2,100	2,100	2,100	2,100	2,100	2,100
GOAL4 # of Fire Prevention Inspections annually	413	435	415	448	475	490
GOAL4 # of those Re-Inspected due to violations	330	348	312	358	380	392
GOAL4 % of Businesses requiring Re-Inspection	80	80	80	80	80	80
GOAL4 # of Plan Reviews conducted annually	90	90	90	90	90	90
GOAL4 % of Businesses inspected annually	25	25	25	25	25	25

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Hazardous materials management contribution increased due to the Haz-Mat team being required to get baseline physicals as all firefighters need a mandatory Tuberculosis test. Overtime is budgeted to increase \$100,000 / 20% for contingency purposes.

The following capital improvement projects for the fire department for fiscal year 14-15 are as follows:

- Station security (carryover from fiscal year 13-14) \$25,000
- Fire knockdown device \$12,000
- Power Stretcher (not included in CIP) \$45,000
- Dispatch System (CIP FY2015-16 ) \$150,000

**FY2014-15 capital total:** **\$232,000**

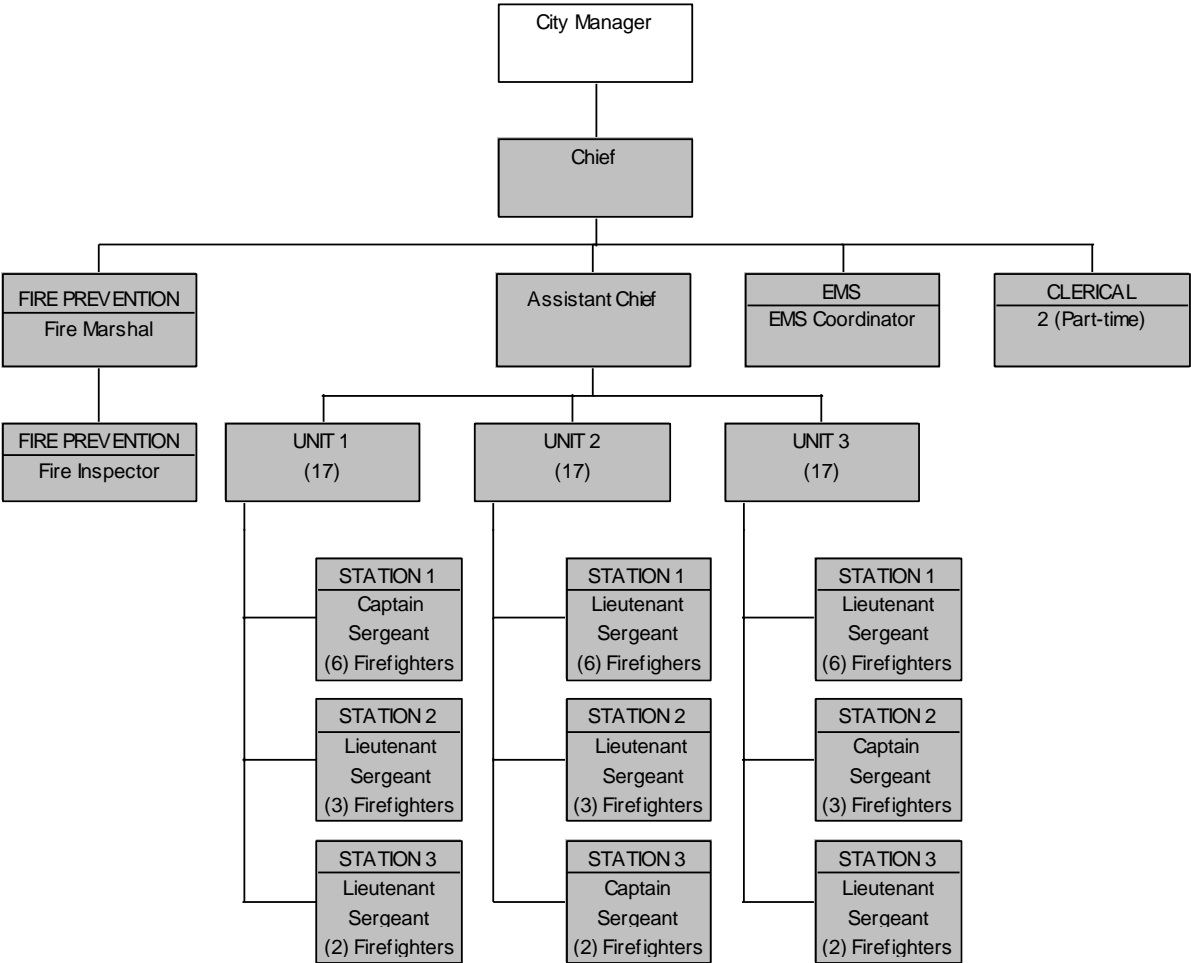
**Budget Summary****Expenditures**

<b>101.336 FIRE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	9,428,920	96,220	0	656,570	0	10,181,710
2011-2012 Actual	8,402,880	88,240	0	706,950	0	9,198,070
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	0
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	0	0	0	0	0
2014-2015 Dept Request	0	0	0	0	0	0
2014-2015 Manager's Budget	0	0	0	0	0	0
2014-2015 Adopted Budget	0	0	0	0	0	0
2015-2016 Projected Budget	0	0	0	0	0	0
2016-2017 Projected Budget	0	0	0	0	0	0
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0



<b>207.336 FIRE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	7,917,640	94,200	0	1,223,440	0	9,235,280
2013-2014 Original Budget	8,752,020	99,300	339,000	1,306,090	0	10,496,410
2013-2014 Adjusted Budget (Dec)	8,752,020	99,300	309,000	1,336,090	0	10,496,410
2013-2014 Six Month Actual	4,374,860	21,710	69,970	678,090	0	5,144,630
2013-2014 Estimated Year End	8,502,310	99,300	309,000	1,335,650	0	10,246,260
2014-2015 Dept Request	9,897,190	99,300	232,000	1,326,610	0	11,555,100
2014-2015 Manager's Budget	9,897,190	99,300	232,000	1,326,610	0	11,555,100
2014-2015 Adopted Budget	9,897,190	99,300	232,000	1,326,610	0	11,555,100
2015-2016 Projected Budget	10,240,300	99,300	0	1,348,530	0	11,688,130
2016-2017 Projected Budget	10,597,740	99,300	0	1,371,110	0	12,068,150
2017-2018 Projected Budget	10,970,150	99,300	0	1,394,370	0	12,463,820
2018-2019 Projected Budget	11,358,210	99,300	0	1,418,320	0	12,875,830

Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Fire	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Assistant Fire Chief	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Marshal	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Prevention Inspector Act	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Fire Captain	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Fire Lieutenant	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0	6.0
Fire Sergeant	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0	9.0
Firefighter	41.0	39.0	39.0	38.0	24.0	33.0	33.0	33.0	33.0
Fire Dept - MC III	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	64.0	62.0	62.0	61.0	46.0	55.0	55.0	55.0	55.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.7	1.0	n/a	n/a	n/a
Cost Center Total	64.0	62.0	62.0	61.0	46.7	56.0	55.0	55.0	55.0

***The mission of the ambulance service is to provide quality emergency transport and medical services within Royal Oak.***

The fire department currently provides two Advanced Life Support (ALS) ambulances and one ALS engine to the City of Royal Oak and its immediate Oak-Way neighbors for medical care and transport to area hospitals. Costs of ambulance rescue services are tracked in this ambulance service cost center so they can be evaluated against ambulance service revenue.

Costs of billing and collecting ambulance services are included in this fund.

The fire departments EMS calls are dispatched by the 911 Public Safety Answering Point (PSAP) at the police department's dispatch center.

Ambulances are purchased by the motor pool and rented to the fire department. Those rental rates in this budget include charges for debt and/or capital replacement plus repair and maintenance costs.

## GOALS

1. Maintain good working relationships with area hospitals and neighboring EMS agencies.
2. Provide quality Advanced Life Support (ALS) with proper oversight and compliance with Oakland County Medical Control Authority protocols.
3. Provide a high level of EMS service through technology and a commitment to excellent customer service.

## OBJECTIVES

- Continue to work with area hospitals and our mutual aid departments to provide the most efficient service and care for our patients.<sup>GOAL1</sup>
- Update our protocols to current county standards.<sup>GOAL2</sup>
- Continue to upgrade medical training for EMS personnel by bringing in instructors who specialize in specific areas.<sup>GOAL3</sup>
- Maximize the use of Accumed Web for patient care and billable revenue.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY 11-12</u>	<u>Actual FY 12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY 14-15</u>	<u>Projected FY 15-16</u>
<sup>GOAL3</sup> Gross Collection Rate	80%	80%	80%	85%	85%	85%
<sup>GOAL1</sup> National Average Collection Rate	55.7%	55.7%	55.7%	55.7%	55.7%	55.7%
<sup>GOAL1</sup> Total EMS Runs	3,890	4,194	1,916	4,250	4,300	4,300
<sup>GOAL1</sup> Average EMS Response Time	05:16	5.03	5.46	05:00	05:00	05:00

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Motor pool charges decreased significantly due to an ambulance being fully depreciated beginning in fiscal year 2014-15.

**Budget Summary  
Expenditures**

<b>101.344 AMBULANCE SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	445,260	27,370	0	291,850	0	764,480
2011-2012 Actual	372,650	43,410	0	292,460	0	708,520
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	0
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	0	0	0	0	0
2014-2015 Dept Request	0	0	0	0	0	0
2014-2015 Manager's Budget	0	0	0	0	0	0
2014-2015 Adopted Budget	0	0	0	0	0	0
2015-2016 Projected Budget	0	0	0	0	0	0
2016-2017 Projected Budget	0	0	0	0	0	0
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0

<b>207.344 AMBULANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	453,650	141,790	0	174,040	0	769,480
2013-2014 Original Budget	484,260	165,700	0	199,050	0	849,010
2013-2014 Adjusted Budget (Dec)	484,260	165,700	0	199,050	0	849,010
2013-2014 Six Month Actual	353,840	72,320	0	99,520	0	525,680
2013-2014 Estimated Year End	466,480	171,940	0	199,050	0	837,470
2014-2015 Dept Request	559,800	180,720	0	79,030	0	819,550
2014-2015 Manager's Budget	559,800	180,720	0	79,030	0	819,550
2014-2015 Adopted Budget	559,800	180,720	0	79,030	0	819,550
2015-2016 Projected Budget	578,850	180,720	0	81,400	0	840,970
2016-2017 Projected Budget	598,700	180,720	0	83,840	0	863,260
2017-2018 Projected Budget	619,400	180,720	0	86,360	0	886,480
2018-2019 Projected Budget	640,980	180,720	0	88,950	0	910,650

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Ambulance Service (Fire)		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Fire ALS Coordinator		1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0
Full-Time Total		1.0	1.0	1.0	1.0	0.0	1.0	1.0	1.0	1.0

***The mission of the publicity tax fund is to inform prospective and existing residents and businesses about the advantages, programs and services that the City of Royal Oak City offers.***

This fund collects the ad valorem publicity tax, authorized by Act 59 of 1925, plus contributions from other city funds. The city will levy 0.0218 mill for fiscal year 2014-15.

The City of Royal Oak's departments publish the *Insight* magazine quarterly. It focuses on the recreational and cultural activities available for the next season.

Additionally, *Insight* highlights are many varied, on-going and special events and services. For

instance: library seminars, assessment notices and snow emergency procedures in the winter; yard waste procedures and the ice show in the spring; tax bills, the art fair and kids park programs in the summer; and senior trips, elections, leaf pickup and the holiday hockey tournament in the fall.

Copy preparation, editing and final makeup are coordinated by the superintendent of recreation and his staff. A local printer assists and completes the final document.

Magazines are mailed to all residents and businesses. Copies are displayed prominently in city hall and given out to attract new home buyers. Planners distribute copies to entice prospective developers and business persons.

#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The millage is going to decrease slightly to 0.0218 mill due to the slight increase in taxable value.

## **Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	14,842	17,232	15,032	12,272	8,902	4,892
Revenues and transfers from other funds	71,950	71,230	71,690	72,160	72,630	73,110
Expenditures and transfers to other funds	69,560	73,430	74,450	75,530	76,640	77,800
Net Change in Fund Balance	2,390	(2,200)	(2,760)	(3,370)	(4,010)	(4,690)
Ending Fund Balance	17,232	15,032	12,272	8,902	4,892	202

## Revenues

<b>211.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	50,090	0	0	0	0	21,000	71,090
2011-2012 Actual	49,950	0	0	0	0	21,500	71,450
2012-2013 Actual	46,420	0	0	0	60	20,000	66,480
2013-2014 Original Budget	47,000	0	0	0	0	25,000	72,000
2013-2014 Adjusted Budget (Dec)	47,000	0	0	0	0	25,000	72,000
2013-2014 Six Month Actual	45,000	0	0	0	20	0	45,020
2013-2014 Estimated Year End	46,900	0	0	0	50	25,000	71,950
2014-2015 Dept Request	46,160	0	0	0	70	25,000	71,230
2014-2015 Manager's Budget	46,160	0	0	0	70	25,000	71,230
2014-2015 Adopted Budget	46,160	0	0	0	70	25,000	71,230
2015-2016 Projected Budget	46,620	0	0	0	70	25,000	71,690
2016-2017 Projected Budget	47,090	0	0	0	70	25,000	72,160
2017-2018 Projected Budget	47,560	0	0	0	70	25,000	72,630
2018-2019 Projected Budget	48,040	0	0	0	70	25,000	73,110

## Expenditures

<b>211.835 COMMUNITY PROMOTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	21,340	26,080	0	9,110	0	56,530
2011-2012 Actual	23,370	28,190	0	15,670	0	67,230
2012-2013 Actual	24,050	31,710	0	14,670	0	70,430
2013-2014 Original Budget	24,240	30,000	0	18,750	0	72,990
2013-2014 Adjusted Budget (Dec)	24,240	30,000	0	18,750	0	72,990
2013-2014 Six Month Actual	11,300	7,800	0	6,860	0	25,960
2013-2014 Estimated Year End	24,310	30,000	0	15,250	0	69,560
2014-2015 Dept Request	27,180	30,000	0	16,250	0	73,430
2014-2015 Manager's Budget	27,180	30,000	0	16,250	0	73,430
2014-2015 Adopted Budget	27,180	30,000	0	16,250	0	73,430
2015-2016 Projected Budget	28,200	30,000	0	16,250	0	74,450
2016-2017 Projected Budget	29,280	30,000	0	16,250	0	75,530
2017-2018 Projected Budget	30,390	30,000	0	16,250	0	76,640
2018-2019 Projected Budget	31,550	30,000	0	16,250	0	77,800



***The mission of the solid waste function is to keep the city appealing by providing residents and businesses with desirable curbside refuse collection and disposal, recycling and yard waste services.***

Curbside refuse, recycling and yard waste services to homes and businesses are administered by the department of public services.

To provide economical service, the city partners with the South Oakland County Resource Recovery Authority. SOCRRA is a multi-community, public enterprise delivering outstanding services for Royal Oak's recycling, yard waste and composting needs.

SOCRRA privatizes collection with a third-party waste hauler on a ten year contract ending in 2017. Household refuse and recycling material is picked-up weekly. Yard waste is collected seasonally April through mid-December.

Recycling and certain construction and household hazardous materials may be dropped off at the SOCRRA drop-off site on Coolidge Highway north of 14 Mile Road by appointment.

Recycling is encouraged, as it reuses valuable raw resources, reduces landfill needs, and saves residents money. The city has implemented a business recycling program.

The DPS leaf pickup program vacuums up leaves raked onto city streets. Pickup begins at the end of October after leaves start dropping. Solid waste funding is also used for the removal and disposal of dead trees from public property.

A total millage rate of 3.0129 mills is budgeted. This includes a voted local millage of 0.9965 mills and 2.0164 mills levied under authority of PA 298 of 1917 (MCL 123.261).

The solid waste function is a division of the Department of Public Service.

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## GOALS

1. To provide refuse collection and disposal, recycling and yard waste services in both an efficient and effective manner in accordance with federal and state laws.
2. Provide street sweeping 4 times per year.
3. Increase recycling education.

## OBJECTIVES

- Complete leaf collection in 6 weeks.<sup>GOAL1</sup>
- Sweep streets in timely manner to support all residents.<sup>GOAL2</sup>
- Increase <sup>GOAL3</sup> percentage of recycled material.

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
GOAL2 Tons of Yard Waste Diverted from Landfill	11,447	10,926	9,170	12,000	11,000	11,000
GOAL3 Recycle tons	3,908	3,917	2,052	4,000	4,100	4,200
GOAL1 Hazardous Material Collected – Drop off	4,180	4,379	2,428	4,600	4,500	4,600
GOAL3 Business Participants - Recycling	181	201	252	270	300	330

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Total fund expenditures are budgeted to increase mostly due to increased personnel allocated to the function and the full OPEB ARC. Solid waste contracted collection cost is budgeted to increase 4.5%. Motor pool costs decreased based on previous years actual activity. The forecast assumes a renewal of the city charter refuse levy after 2016 after its expiration. Based the current assumptions, the current millage may not be sufficient to cover forecasted expenditures (in the long-term) as use of fund balance is projected in each year. Forecast assumes a five percent increase in contracted refuse and recycling costs and the continued full OPEB contribution.

## Budget Summary

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	6,431,924	6,370,424	5,710,804	4,786,954	3,626,494	2,215,814
Revenues and transfers from other funds	6,406,300	6,437,300	6,460,020	6,523,970	6,588,560	6,653,790
Expenditures and transfers to other funds	6,467,800	7,096,920	7,383,870	7,684,430	7,999,240	8,329,010
Net Change in Fund Balance	(61,500)	(659,620)	(923,850)	(1,160,460)	(1,410,680)	(1,675,220)
Ending Fund Balance	6,370,424	5,710,804	4,786,954	3,626,494	2,215,814	540,594

## Revenues

<b>226.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	6,469,200	0	15,890	16,860	32,410	0	6,534,360
2011-2012 Actual	6,314,900	0	7,800	9,410	44,030	0	6,376,140
2012-2013 Actual	6,232,930	0	2,770	21,220	39,190	0	6,296,110
2013-2014 Original Budget	6,250,000	0	1,500	15,000	30,000	0	6,296,500
2013-2014 Adjusted Budget (Dec)	6,250,000	0	1,500	15,000	30,000	0	6,296,500
2013-2014 Six Month Actual	6,090,610	0	880	5,480	43,210	0	6,140,180
2013-2014 Estimated Year End	6,335,000	0	2,800	21,500	47,000	0	6,406,300
2014-2015 Dept Request	6,372,000	0	2,800	22,500	40,000	0	6,437,300
2014-2015 Manager's Budget	6,372,000	0	2,800	22,500	40,000	0	6,437,300
2014-2015 Adopted Budget	6,372,000	0	2,800	22,500	40,000	0	6,437,300
2015-2016 Projected Budget	6,394,720	0	2,800	22,500	40,000	0	6,460,020
2016-2017 Projected Budget	6,458,670	0	2,800	22,500	40,000	0	6,523,970
2017-2018 Projected Budget	6,523,260	0	2,800	22,500	40,000	0	6,588,560
2018-2019 Projected Budget	6,588,490	0	2,800	22,500	40,000	0	6,653,790

## Expenditures

<b>226.528 SOLID WASTE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	962,790	26,050	0	4,863,170	67,540	0	5,919,550
2011-2012 Actual	1,093,170	24,510	0	5,169,260	42,690	0	6,329,630
2012-2013 Actual	898,310	34,090	0	5,271,490	15,730	0	6,219,620
2013-2014 Original Budget	997,620	38,000	0	5,845,790	5,000	0	6,886,410
2013-2014 Adjusted Budget (Dec)	997,620	38,000	0	5,845,790	5,000	0	6,886,410
2013-2014 Six Month Actual	602,190	14,890	0	2,618,950	0	0	3,236,030
2013-2014 Estimated Year End	991,940	35,700	0	5,435,160	5,000	0	6,467,800
2014-2015 Dept Request	1,375,180	36,000	0	5,680,740	5,000	0	7,096,920
2014-2015 Manager's Budget	1,375,180	36,000	0	5,680,740	5,000	0	7,096,920
2014-2015 Adopted Budget	1,375,180	36,000	0	5,680,740	5,000	0	7,096,920
2015-2016 Projected Budget	1,420,390	36,000	0	5,922,480	5,000	0	7,383,870
2016-2017 Projected Budget	1,467,550	36,000	0	6,175,880	5,000	0	7,684,430
2017-2018 Projected Budget	1,516,760	36,000	0	6,441,480	5,000	0	7,999,240
2018-2019 Projected Budget	1,568,120	36,000	0	6,719,890	5,000	0	8,329,010

## Cost Center Position Detail - Home Base

Full & Part-time Employees

<b>Solid Waste</b>		<b>Fiscal Year</b>							
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
<b><u>Full-Time Positions</u></b>									
Director of Rec & Public Svc	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Dps Supervisor - Highway	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Sign Technician	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator II	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Equipment Operator I	0.0	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3.0
Painting Machine Operator	0.0	0.0	0.0	0.0	1.0	1.0	1.0	1.0	1.0
Truck Driver	0.0	0.0	0.0	0.0	5.0	5.0	6.0	6.0	6.0
Dps/Hwy - MC III	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Equipment Repair-worker	0.0	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0
Solid Waste Employee	0.0	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total	1.0	1.0	1.0	2.0	15.0	13.0	14.0	14.0	14.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.5	0.5	n/a	n/a	n/a
Cost Center Total	1.0	1.0	1.0	2.0	15.5	13.5	14.0	14.0	14.0

***The mission of the Royal Oak Public Library is to be an informational, intellectual, cultural and recreational resource for all people; to inspire the spirit, educate the mind, and be a center of community pride.***

The Public Library of the City of Royal Oak is administered by a library board of not less than five members, whose duties are fixed by ordinance and whose members is appointed for fixed terms by the city commission. The board appoints the librarian and subordinate employees of the library and determines their compensation. The board can make purchases for the library without the requisition chapter; however, the total amount expended by the board in any one year for compensation of employees, purchase, and other expenses cannot exceed the appropriation allowed for library purposes in the annual budget.

The Royal Oak Public Library provides informational and recreational resources to the community in many forms: books, audio books in several formats including downloadable ones, computer internet access, music CDs, DVDs, online databases with remote access, e-books, and local history materials. The library presents many programs for all ages and interests. The Royal Oak Public Library is a major information source for the community and a great place to check out entertaining books and media including DVDs and audio books.

The number of people coming to the library has more than doubled since 2006-2007, the first full year after its major renovation. The size of the library's collection, the numbers of library card holders and the number of lending transactions have all increased significantly and are continuing to grow. Over half of the residents of Royal Oak have a library card. The number of reference questions that have been answered by the librarians has steadily increased.

A growing number of programs attracted both adults and children in the last fiscal year. The library presents programs on a huge variety of topics; an average of 10 programs weekly. The summer reading program provides an entertaining way for children to maintain and improve their literacy skills during the summer vacation.

The Royal Oak Public Library is a great destination for residents seeking information and recreational reading, viewing, and listening. The number of card holders, persons making visits, and users checking out items in the last fiscal year are strong indications of the community's high regard for the services the library provides.

A dedicated 1 mill secures the operating funds restricted for Royal Oak Public Library purposes through the year 2023. The maximum allowable rate is now 0.9597 mills due to Headlee reductions over the years. The full allowable rate is budgeted to be levied for this fiscal year.

## GOALS

1. To provide the best possible library service to the Royal Oak community through its lending collections and circulation services.
2. To provide a high standard of professional assistance in providing reference, information, and referral services.
3. To provide quality programs which encourage literacy, literature discussions, and self-improvement; spark interest in local history, the environment, and other topics of interest to the community.

## OBJECTIVES

- Continue to improve the book and media collections by purchasing new circulating materials.<sup>GOAL1</sup>
- Maximizing scheduling of staff to cover times of high volume circulation in order to minimize lines at the circulation desk and re-shelving time.<sup>GOAL1</sup>
- Encourage staff development opportunities and sharing of staff expertise so that all staff knows the capabilities of many of the library's databases and information sources.<sup>GOAL2</sup>

## GOALS

4. To provide highly efficient stewardship of the tax revenue provided so generously by this city.
5. To maximize opportunities to obtain grants and charitable giving.

## OBJECTIVES

- Continue to publicize to the community the reference and referral services that are available from the library.<sup>GOAL2</sup>
- Seek creative partnerships to sponsor programs.<sup>GOAL3</sup>
- Continue to work closely with the Friends of the Library who provide funds for the library's programs through their Friend's Bookshop and periodic book sales.<sup>GOAL3,4</sup>
- Carefully review expenditures.<sup>GOAL4</sup>
- Use cooperative purchasing agreements and volume discounts available through all sources.<sup>GOAL4</sup>
- Help formulate a Library Board Charitable Development Plan.<sup>GOAL5</sup>
- Continue to seek grants and other program support for youth and adult programs.<sup>GOAL5</sup>

### Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<sup>GOAL1</sup> Registered Card Holders	32,262	32,367	32,507	32,507	35,000	35,000
<sup>GOAL1</sup> Annual Library Visitors	640,957	519,595	192,613	192,613	550,000	550,000
<sup>GOAL1</sup> Collection Size	186,885	181,474	182,558	182,558	180,000	180,000
<sup>GOAL1</sup> Lending Transactions	451,097	405,101	200,059	420,000	430,000	430,000
<sup>GOAL2</sup> Reference Question Responses	43,790	39,469	17,049	42,000	42,000	43,000
<sup>GOAL3</sup> Programs Offered	515	521	210	520	520	520
<sup>GOAL3</sup> Program Attendance	15,679	15,441	6334	17,000	17,000	17,000
<sup>GOAL3</sup> Summer Youth Reading Enrollment	1,160	1,171		1,400	1,500	1,500

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Books and downloadables are budgeted to increase as the demand for ebooks continues to grow and the consortium's charges for the ebook service that the library uses (OverDrive) continue to increase. By Michigan Library Standards, the "essential" level (the most basic of three levels - essential, enhanced, excellent) of spending on a library's collection is 7%; ROPL's FY2014-15 budget (with the increases in books and downloadables) spends 5.75% on materials. The Library Board of Trustees requested an increase in the book budget in order to work toward the essential level of the Library of Michigan's Quality Services Audit Checklist and to satisfy customer demand for books and ebooks. Building security increases for the maintenance of the new security cameras. Part-time wages increase (relative to budget) due to the library board requesting a wage increase for employees not at the top of their scale. One position has been eliminated by way of attrition and lack of funding, however positions are needed. There is a need for back stairs, retaining wall and well parking improvements however these are not budgeted due to a lack of funding. There is a use of fund balance in fiscal year 14-15 and each year of the forecast.

**Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	917,347	898,957	787,747	638,957	463,707	260,167
Revenues and transfers from other funds	2,238,790	2,246,650	2,253,940	2,274,300	2,294,870	2,315,640
Expenditures and transfers to other funds	2,257,180	2,357,860	2,402,730	2,449,550	2,498,410	2,549,400
Net Change in Fund Balance	(18,390)	(111,210)	(148,790)	(175,250)	(203,540)	(233,760)
Ending Fund Balance	898,957	787,747	638,957	463,707	260,167	26,407

**Revenues**

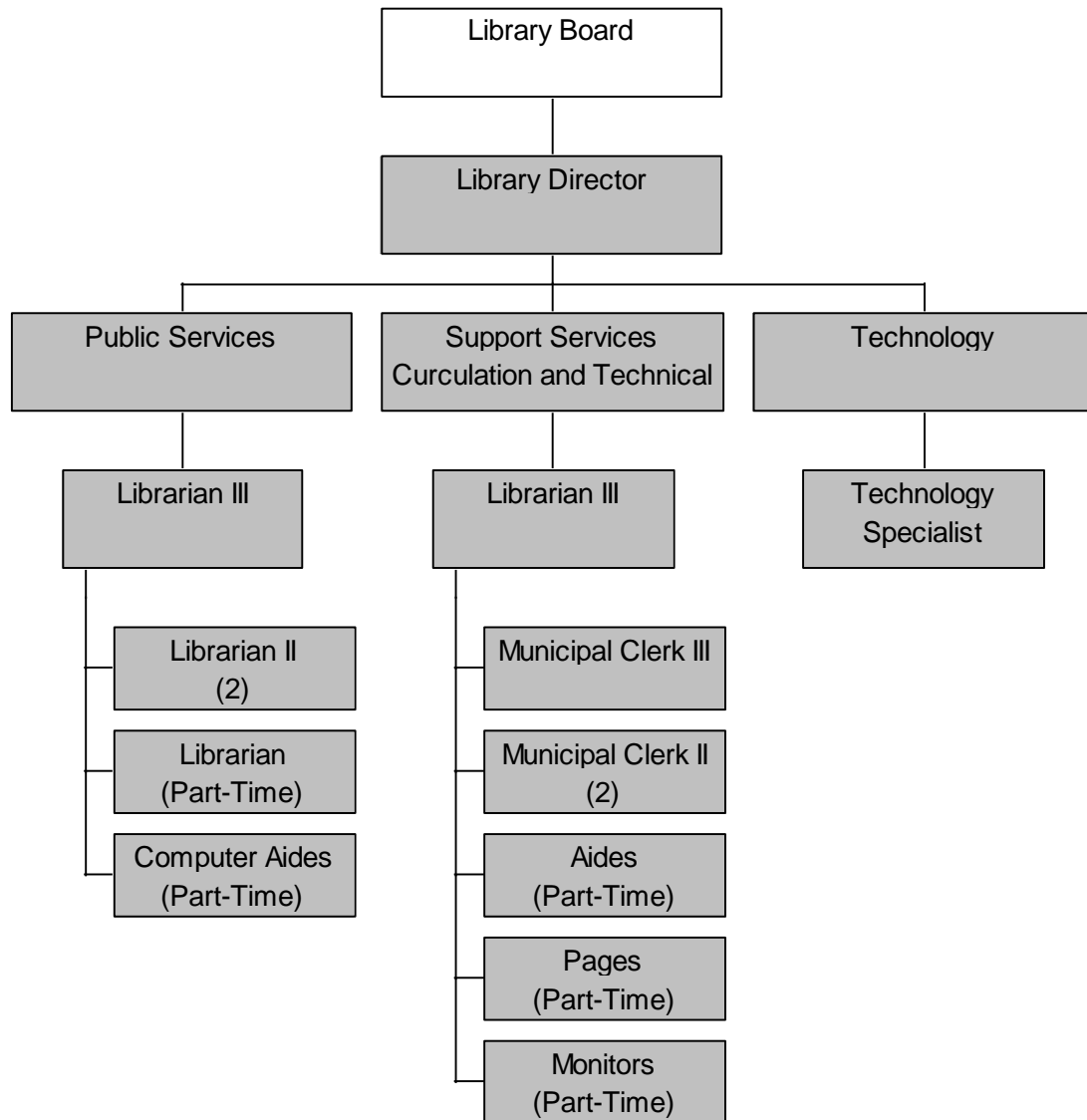
271.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	2,062,220	40,970	159,960	14,690	7,360	0	2,285,200
2011-2012 Actual	2,011,810	24,120	149,370	10,540	7,340	75,000	2,278,180
2012-2013 Actual	1,985,720	27,100	153,350	7,530	8,060	84,000	2,265,760
2013-2014 Original Budget	1,990,000	27,000	152,000	5,700	6,500	30,000	2,211,200
2013-2014 Adjusted Budget (Dec)	1,990,000	27,000	152,000	5,700	6,500	30,000	2,211,200
2013-2014 Six Month Actual	1,942,370	14,300	111,780	2,090	3,790	0	2,074,330
2013-2014 Estimated Year End	2,019,000	27,000	149,690	6,800	6,300	30,000	2,238,790
2014-2015 Dept Request	2,029,000	27,000	148,450	5,700	6,500	30,000	2,246,650
2014-2015 Manager's Budget	2,029,000	27,000	148,450	5,700	6,500	30,000	2,246,650
2014-2015 Adopted Budget	2,029,000	27,000	148,450	5,700	6,500	30,000	2,246,650
2015-2016 Projected Budget	2,036,290	27,000	148,450	5,700	6,500	30,000	2,253,940
2016-2017 Projected Budget	2,056,650	27,000	148,450	5,700	6,500	30,000	2,274,300
2017-2018 Projected Budget	2,077,220	27,000	148,450	5,700	6,500	30,000	2,294,870
2018-2019 Projected Budget	2,097,990	27,000	148,450	5,700	6,500	30,000	2,315,640

## Expenditures

<b>271.790 LIBRARY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	1,298,900	170,090	0	684,170	0	0	2,153,160
2011-2012 Actual	1,404,770	176,690	0	698,290	0	0	2,279,750
2012-2013 Actual	1,399,390	148,540	31,390	653,850	0	0	2,233,170
2013-2014 Original Budget	1,396,800	164,300	0	702,770	0	0	2,263,870
2013-2014 Adjusted Budget (Dec)	1,396,800	164,300	0	702,770	0	0	2,263,870
2013-2014 Six Month Actual	670,440	85,620	0	246,080	0	0	1,002,140
2013-2014 Estimated Year End	1,372,960	178,840	0	705,380	0	0	2,257,180
2014-2015 Dept Request	1,472,470	179,380	0	706,010	0	0	2,357,860
2014-2015 Manager's Budget	1,472,470	179,380	0	706,010	0	0	2,357,860
2014-2015 Adopted Budget	1,472,470	179,380	0	706,010	0	0	2,357,860
2015-2016 Projected Budget	1,516,790	179,380	0	706,560	0	0	2,402,730
2016-2017 Projected Budget	1,563,040	179,380	0	707,130	0	0	2,449,550
2017-2018 Projected Budget	1,611,310	179,380	0	707,720	0	0	2,498,410
2018-2019 Projected Budget	1,661,700	179,380	0	708,320	0	0	2,549,400



## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Library	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Library Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Librarian III	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Librarian III Youth Services	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0
Librarian II	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	2.0
Library Technician Specialist	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Librarian I	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Library - MC III	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
Library - MC II	4.0	3.0	3.0	2.0	2.0	2.0	2.0	2.0	2.0
Full-time Total	14.0	13.0	13.0	12.0	12.0	11.0	10.0	10.0	9.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				11.0	11.0	n/a	n/a	n/a
Cost Center Total	14.0	13.0	13.0	12.0	23.0	22.0	10.0	10.0	9.0

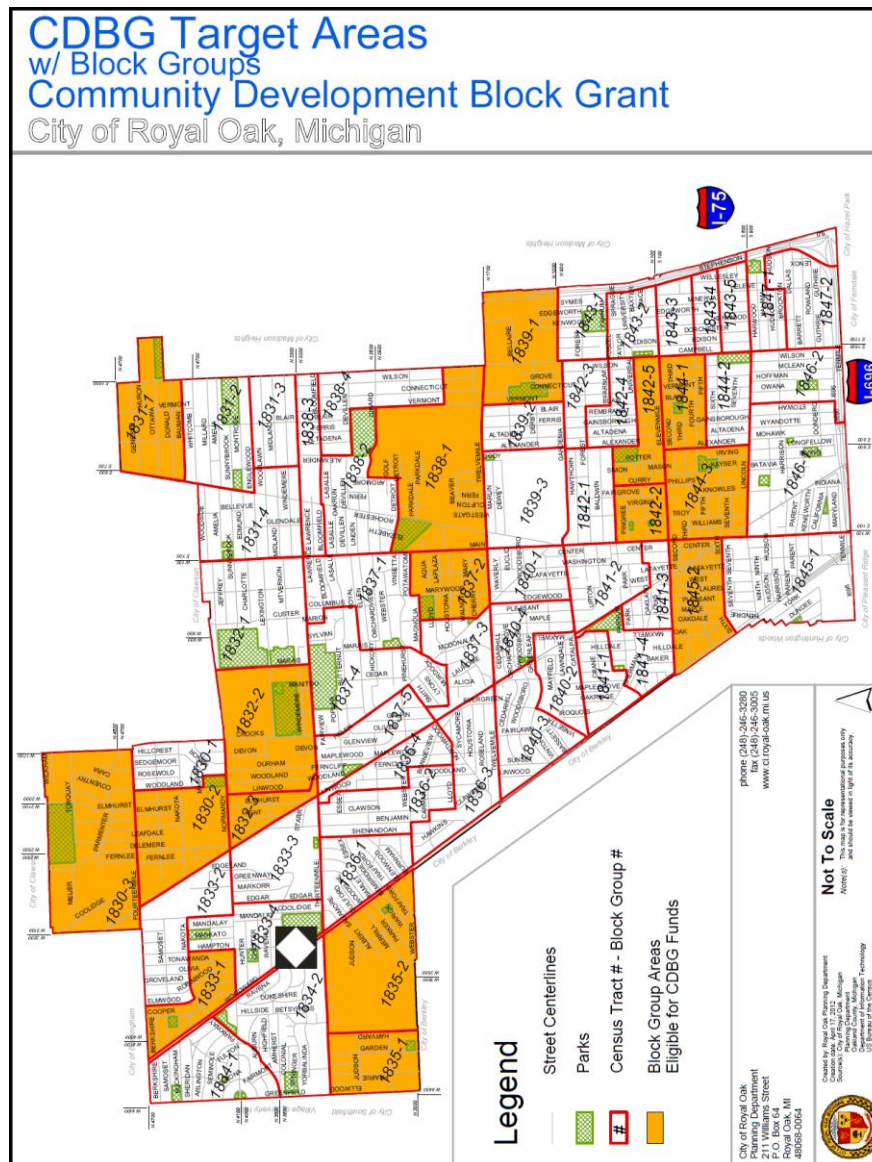
**The mission of the community development block grant program is to develop viable urban communities by providing the following, principally for persons of low and moderate income: decent housing, a suitable living environment; and expanded economic opportunities.**

Funding for CDBG fund operations comes from Federal Housing and Urban Development grants.

The city commission appoints a rehabilitation board of appeals to review community development matters including applications of

CDBG funded projects. The board makes recommendations to the city commission. The planning department staff oversees implementation of the grant and compliance with all associated federal requirements.

Historically, the city housing rehabilitation and Senior Center service programs are the recipients of the largest share of the CDBG program's annual grant amount. Large-scale capital projects, such as road improvements and the renovation of historic structures, have also received significant CDBG funds.



***The mission of the housing rehabilitation program is to upgrade and conserve the existing housing stock of the City of Royal Oak meeting federal H.U.D. regulations for eligibility.***

The housing rehabilitation loan program provides low-interest financing for necessary home repairs to eligible low and moderate income home owners.

The City of Royal Oak has operated a successful housing rehabilitation program since 1976, upgrading and conserving the existing single family housing stock in the city.

It is funded by Community Development Block Grant Program (CDBG) through the U.S. Dept. of Housing and Urban Development (HUD). Annually this revolving loan program makes new loans using new CDBG grants and repayments on existing loans.

Two kinds of loan are available: monthly installment loans at 3% interest for homeowners with incomes no greater than 80% of the Detroit area median income, and deferred loans for homeowners at 40% of the median income. Loans are required to address local property maintenance standards, HUD's minimum

Housing Quality Standards, and any identified lead-based paint hazards.

As a full service program, the city provides housing and credit counseling, loan underwriting, property inspections, contractor solicitation, and construction management.

Planning staff coordinates funding requests and provides reports and information on these Community Development Block Grant programs. The department also prepares documents such as the Impediments to Fair Housing, the Five Year Consolidated Plan, the Annual Action Plan, Comprehensive Annual Performance Evaluation Report, and other interim reports required by HUD for the rehab program.

**Rehabilitation Board of Appeals:** The Rehabilitation board of appeal is comprised of seven citizen members, empowered to grant or deny appeals from the eligibility requirements of the housing assistance program or actions of the administration of the rehabilitation loan committee. The decision of the board of appeals is final. Action to set aside guidelines and eligibility is on the basis of demonstrated hardship. Board members are appointed by the commission to three-year terms and meet the fourth Tuesday of each month.

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## GOALS

1. Increase the availability of decent, safe, and affordable housing.
2. Reduce the health risks of lead-based paint.
3. Continue the financial viability of the revolving loan program.

## OBJECTIVES

- Conserve the City of Royal Oak's supply of existing housing by financing needed home improvements and upgrades which correct obsolete and dangerous conditions. Low interest financing allows homeowners, including many seniors, to remain in affordable housing. <sup>GOAL1</sup>
- Identify lead-based paint hazards in homes to be renovated. <sup>GOAL2</sup>
- Perform abatement or interim controls designed to last up to 20 years to address all identified hazards. <sup>GOAL2</sup>

**GOALS****OBJECTIVES**

- Increase the amount of installment loans processed to increase monthly repayment income.<sup>GOAL3</sup>
- Identify and limit the number of foreclosed loans.<sup>GOAL3</sup>

**Performance Indicators / Outcome Measures**

	<b>Actual FY10-11</b>	<b>Actual FY11-12</b>	<b>Actual FY12-13</b>	<b>Projected FY13-14</b>	<b>Projected FY14-15</b>	<b>Projected FY15-16</b>
<sup>GOAL3</sup> <b>Rehabilitation Loans</b>						
Loan Applications Received	36	42	26	35	35	35
Loan Applicants on Waiting List	48	78	0	0	0	0
Number of Loans Approved	19	23	16	22	22	22
Funds Available for Loans	\$600k	\$626k	\$363k	\$315k	\$315k	\$315k
Amount of Loans Approved	\$304k	\$414k	\$137k	\$185k	\$180k	\$180k
<sup>GOAL2</sup> <b>Lead-based Paint Hazards</b>						
Homes with Hazards Identified	9	16	5	7	6	6
Homes with Hazards Addressed	7	13	3	4	3	3
Repairs Made on Eligible Properties	19	23	16	22	20	20

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

This fund will no longer be financially supporting senior center activities due to ineligibility related to age requirements.

**Budget Summary**

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	3,486,230	1,857,570	1,869,140	1,881,290	1,894,030	1,907,420
Expenditures and transfers to other funds	2,470,640	1,857,570	1,869,140	1,881,290	1,894,030	1,907,420
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

## Revenues

<b>274.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	-	805,530	281,060	-	8,730	23,790	1,119,110
2011-2012 Actual	-	1,209,120	285,570	-	7,370	-	1,502,060
2012-2013 Actual	-	1,368,870	415,500	-	7,880	-	1,792,250
2013-2014 Original Budget	-	929,080	225,000	1,627,510	-	-	2,781,590
2013-2014 Adjusted Budget (Dec)	-	929,080	225,000	1,627,510	-	-	2,781,590
2013-2014 Six Month Actual	-	488,780	282,650	-	10,990	-	782,420
2013-2014 Estimated Year End	-	1,549,520	456,400	1,466,800	13,510	-	3,486,230
2014-2015 Dept Request	-	1,097,570	300,000	460,000	-	-	1,857,570
2014-2015 Manager's Budget	-	1,097,570	300,000	460,000	-	-	1,857,570
2014-2015 Adopted Budget	-	1,097,570	300,000	460,000	-	-	1,857,570
2015-2016 Projected Budget	-	1,097,570	300,000	460,000	-	11,570	1,869,140
2016-2017 Projected Budget	-	1,097,570	300,000	460,000	-	23,720	1,881,290
2017-2018 Projected Budget	-	1,097,570	300,000	460,000	-	36,460	1,894,030
2018-2019 Projected Budget	-	1,097,570	300,000	460,000	-	49,850	1,907,420

## Expenditure

<b>274.692 HOUSING ASSISTANCE PROGRAM</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	111,610	140	0	215,900	0	327,650
2011-2012 Actual	(20)	0	0	(720)	0	(740)
2012-2013 Actual	160,120	90	0	285,190	0	445,400
2013-2014 Original Budget	136,370	250	0	368,000	0	504,620
2013-2014 Adjusted Budget (Dec)	136,370	250	0	368,000	0	504,620
2013-2014 Six Month Actual	73,130	260	0	382,350	0	455,740
2013-2014 Estimated Year End	146,300	260	0	747,420	0	893,980
2014-2015 Dept Request	162,440	250	0	493,150	0	655,840
2014-2015 Manager's Budget	162,450	250	0	493,150	0	655,850
2014-2015 Adopted Budget	162,450	250	0	493,150	0	655,850
2015-2016 Projected Budget	167,680	250	0	493,150	0	661,080
2016-2017 Projected Budget	173,120	250	0	493,150	0	666,520
2017-2018 Projected Budget	178,800	250	0	493,150	0	672,200
2018-2019 Projected Budget	184,730	250	0	493,150	0	678,130

## CDBG Fund – Housing Rehabilitation Program

<b>274.712 BLOCK GRANT ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	226,080	280	0	25,250	0	251,610
2011-2012 Actual	0	0	0	3,970	0	3,970
2012-2013 Actual	232,080	0	0	16,220	0	248,300
2013-2014 Original Budget	215,440	0	0	14,640	0	230,080
2013-2014 Adjusted Budget (Dec)	215,440	0	0	14,640	0	230,080
2013-2014 Six Month Actual	103,820	0	0	22,400	0	126,220
2013-2014 Estimated Year End	219,450	0	0	35,170	0	254,620
2014-2015 Dept Request	246,750	250	0	33,360	0	280,360
2014-2015 Manager's Budget	246,750	250	0	33,360	0	280,360
2014-2015 Adopted Budget	246,750	250	0	33,360	0	280,360
2015-2016 Projected Budget	256,050	250	0	33,360	0	289,660
2016-2017 Projected Budget	265,750	250	0	33,360	0	299,360
2017-2018 Projected Budget	275,860	250	0	33,360	0	309,470
2018-2019 Projected Budget	286,430	250	0	33,360	0	320,040

<b>274.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	169,170	12,210	0	30,370	0	211,750
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	149,970	7,390	0	28,920	0	186,280
2013-2014 Original Budget	119,490	7,670	0	32,830	0	159,990
2013-2014 Adjusted Budget (Dec)	119,490	7,670	0	32,830	0	159,990
2013-2014 Six Month Actual	44,000	4,100	0	3,160	0	51,260
2013-2014 Estimated Year End	51,870	4,090	0	3,320	0	59,280
2014-2015 Dept Request	0	0	0	30,000	0	30,000
2014-2015 Manager's Budget	0	0	0	30,000	0	30,000
2014-2015 Adopted Budget	0	0	0	30,000	0	30,000
2015-2016 Projected Budget	0	0	0	30,000	0	30,000
2016-2017 Projected Budget	0	0	0	30,000	0	30,000
2017-2018 Projected Budget	0	0	0	30,000	0	30,000
2018-2019 Projected Budget	0	0	0	30,000	0	30,000

## CDBG Fund – Housing Rehabilitation Program

274. OTHER COST CENTERS	Personnel Services	Supplies	Capital	Other	Transfers	Debt	Total
2010-2011 Actual	60	0	0	318,650	9,410	0	328,120
2011-2012 Actual	94,320	0	0	1,370	2,380	0	98,070
2012-2013 Actual	300,780	0	0	463,270	430	0	764,480
2013-2014 Original Budget	0	0	0	1,853,890	33,000	0	1,886,890
2013-2014 Adjusted Budget (Dec)	0	0	0	1,853,890	33,000	0	1,886,890
2013-2014 Six Month Actual	0	0	0	1,259,450	0	0	1,259,450
2013-2014 Estimated Year End	0	0	0	1,262,760	0	0	1,262,760
2014-2015 Dept Request	90,000	0	0	619,360	182,000	0	891,360
2014-2015 Manager's Budget	90,000	0	0	619,360	182,000	0	891,360
2014-2015 Adopted Budget	90,000	0	0	619,360	182,000	0	891,360
2015-2016 Projected Budget	90,000	0	0	616,400	182,000	0	888,400
2016-2017 Projected Budget	90,000	0	0	613,410	182,000	0	885,410
2017-2018 Projected Budget	90,000	0	0	610,360	182,000	0	882,360
2018-2019 Projected Budget	90,000	0	0	607,250	182,000	0	879,250

### Cost Center Position Detail - Home Base

Full & Part-time Employees

Housing Assistance		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Housing Program Supervisor		1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Housing Rehabilitation Officer		1.0	1.0	1.0	1.0	1.0	0.0	0.0	1.0	1.0
CS III - Housing		1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Full-time Total		3.0	3.0	3.0	3.0	2.0	1.0	1.0	1.0	1.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions					0.0				n/a	n/a
Cost Center Total		3.0	3.0	3.0	3.0	2.0	1.0	1.0	1.0	1.0



***The mission of the inspection division of the building department is to effectively administer the Michigan construction codes and local ordinances to ensure public health, safety and welfare.***

Pursuant to the provisions of Section 9 of Act No. 230 of the Michigan Public Act of 1972 (MCLA § 125.1509), the Royal Oak Building Official is designated as the enforcing agency to discharge the responsibilities of the act. The city's building department assumes responsibility for the administration and enforcement of the act within our corporate limits.

The building inspection division issues permits for commercial and residential construction projects and performs related building, mechanical, electrical and plumbing inspections throughout the construction process to insure compliance with state construction codes and local ordinances. Fees are intended to cover the costs of this special revenue fund.

The building department consists of two divisions: building inspection and code enforcement.

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### GOALS

1. To inspect all new construction to help ensure a safe environment for city residents, businesses, and visitors.
2. To provide professional services to our customers that will encourage development and growth within the city
3. To encourage and support diverse investment to maximize property values and facilitate employment opportunities.

### OBJECTIVES

- Provide accurate and thorough plan reviews within 14 days.<sup>GOAL1</sup>
- Provide requested inspections by the next business day.<sup>GOAL2</sup>
- Improve customer service with the hiring of a community development liaison to be the single point of contact for permitting processes.<sup>GOAL3</sup>
- Adopt a commercial re-occupancy ordinance to promptly and effectively identify and assist businesses operating in a new space.<sup>GOAL3</sup>
- Reestablish the trade inspector positions as full-time.<sup>GOAL3</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
GOAL <sup>1</sup> Percent of Required Code Training Received	100	100	40	100	100	100
GOAL <sup>2</sup> Percent of Inspections Performed Within the Next Business Day	90	90	90	90	93	95
GOAL <sup>1</sup> Percent of Plans Reviewed for Permit Within 14 Business Days	90	90	90	90	93	95
<b><u>Permits Issued</u></b>						
Building	1,629	1,961	1,230	1,925	1,950	1,950
Electrical	1,191	1,525	922	1,100	1,100	1,100
Mechanical	1,030	1,244	716	900	900	900
Plumbing Sewer	942	1,125	669	900	900	900
<b>Construction Value (in 1000's)</b>	<b>\$36,187</b>	<b>\$74,822</b>	<b>\$35,350</b>	<b>\$60,000</b>	<b>\$55,000</b>	<b>\$55,000</b>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Wages increased due to the addition of three full-time trade inspectors, a community development liaison and one new municipal clerk III. A five space carport along the north side of the parking lot in the amount of \$7,350 is budgeted. The carport will provide improved efficiency in the winter months as inspectors will not need to take time to clear cars of ice/snow. The carports will keep cars clear of the significant bird feces problem the balance of the year. Use of fund balance is budgeted at approximately \$140,000.

## Budget Summary

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	1,667,106	2,514,616	2,373,996	2,184,546	2,051,636	1,865,846
Revenues and transfers from other funds	1,999,480	1,732,000	1,732,000	1,732,000	1,732,000	1,732,000
Expenditures and transfers to other funds	1,151,970	1,872,620	1,921,450	1,864,910	1,917,790	1,972,830
Net Change in Fund Balance	847,510	(140,620)	(189,450)	(132,910)	(185,790)	(240,830)
Ending Fund Balance	2,514,616	2,373,996	2,184,546	2,051,636	1,865,846	1,625,016

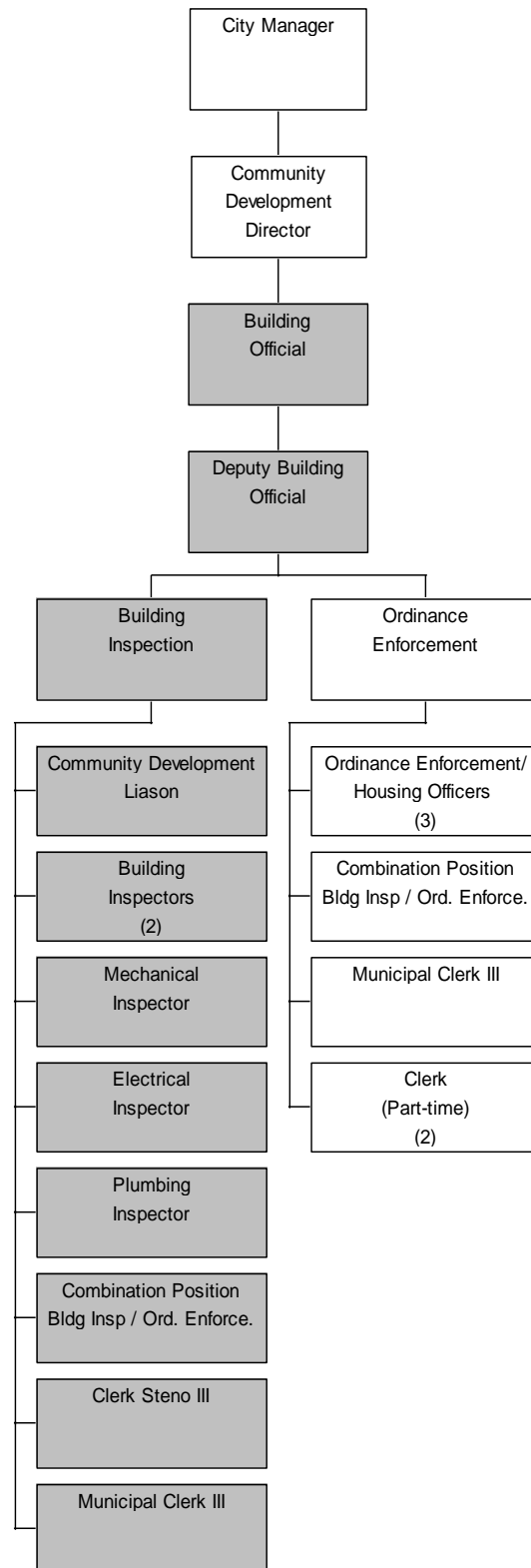
## Revenues

<b>282.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	1,093,540	0	2,950	35,430	1,131,920
2011-2012 Actual	0	0	1,426,310	0	4,440	41,290	1,472,040
2012-2013 Actual	0	0	2,066,250	0	2,520	41,330	2,110,100
2013-2014 Original Budget	0	0	1,219,000	0	2,500	24,000	1,245,500
2013-2014 Adjusted Budget (Dec)	0	0	1,219,000	0	2,500	24,000	1,245,500
2013-2014 Six Month Actual	0	0	1,149,220	0	1,200	24,530	1,174,950
2013-2014 Estimated Year End	0	0	1,957,230	0	2,250	40,000	1,999,480
2014-2015 Dept Request	0	0	1,601,000	0	91,000	40,000	1,732,000
2014-2015 Manager's Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2014-2015 Adopted Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2015-2016 Projected Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2016-2017 Projected Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2017-2018 Projected Budget	0	0	1,601,000	0	91,000	40,000	1,732,000
2018-2019 Projected Budget	0	0	1,601,000	0	91,000	40,000	1,732,000

## Expenditures

<b>282.371 INSPECTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	611,220	3,040	0	171,620	4,200	0	790,080
2011-2012 Actual	652,030	1,240	0	308,740	156,550	0	1,118,560
2012-2013 Actual	680,220	3,040	0	271,800	436,000	0	1,391,060
2013-2014 Original Budget	953,160	15,100	100,000	257,310	70,400	0	1,395,970
2013-2014 Adjusted Budget (Dec)	953,160	15,100	100,000	257,310	70,400	0	1,395,970
2013-2014 Six Month Actual	340,740	1,860	0	165,490	0	0	508,090
2013-2014 Estimated Year End	759,800	5,850	0	315,920	70,400	0	1,151,970
2014-2015 Dept Request	1,450,710	9,100	107,350	300,460	5,000	0	1,872,620
2014-2015 Manager's Budget	1,450,710	9,100	107,350	300,460	5,000	0	1,872,620
2014-2015 Adopted Budget	1,450,710	9,100	107,350	300,460	5,000	0	1,872,620
2015-2016 Projected Budget	1,496,560	9,100	107,350	303,440	5,000	0	1,921,450
2016-2017 Projected Budget	1,544,300	9,100	0	306,510	5,000	0	1,864,910
2017-2018 Projected Budget	1,594,020	9,100	0	309,670	5,000	0	1,917,790
2018-2019 Projected Budget	1,645,800	9,100	0	312,930	5,000	0	1,972,830

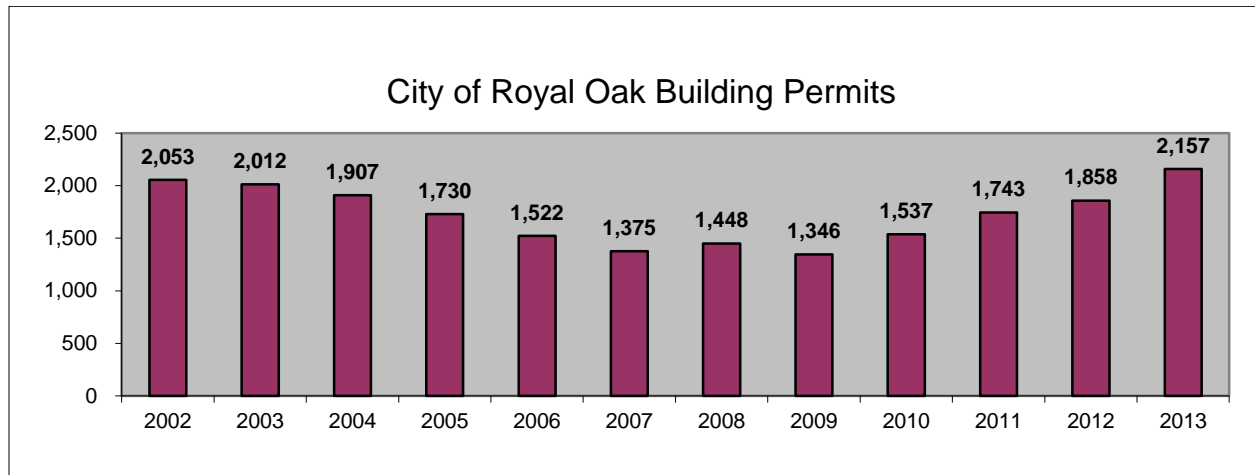
## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Building	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Building Official	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Deputy Building Official	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Community Development Liaison	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0
CS III Inspection	0.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Inspection - MC II	0.0	0.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0
Building Inspectors	5.0	4.0	4.0	2.0	2.0	2.0	2.0	2.0	2.0
Inspector/ Enforcement Officer	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Electrical Inspector	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0
Housing Inspector	2.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Mechanical Inspector	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0
Plumbing Inspector	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	1.0
Full-Time Total	11.0	11.0	11.0	8.0	5.0	5.0	5.0	6.0	11.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				1.1	0.6	n/a	n/a	n/a
Cost Center Total	11.0	11.0	11.0	8.0	6.1	5.6	5.0	6.0	11.0



<u>Year</u>	<u>Number</u>	<u>Value</u> <u>(\$000)</u>
2002	2,053	\$50,060
2003	2,012	\$54,410
2004	1,907	\$83,172
2005	1,730	\$106,404
2006	1,522	\$109,009
2007	1,375	\$53,464
2008	1,448	\$48,516
2009	1,346	\$35,490
2010	1,537	\$38,273
2011	1,743	\$30,538
2012	1,858	\$56,749
2013	2,157	\$77,252

The Roots (Royal Oak Opportunity to Serve) Foundation is a committee established by the city charter. Its purpose is to promote charitable contributions through the city for disbursement

to various organizations or projects whose work constitutes a public purpose within the city. This fund records the receipt and disbursements of the monies/property.

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	486,883	555,933	521,043	486,153	451,263	416,373
Revenues and transfers from other funds	210,790	73,090	73,090	73,090	73,090	73,090
Expenditures and transfers to other funds	141,740	107,980	107,980	107,980	107,980	107,980
Net Change in Fund Balance	69,050	(34,890)	(34,890)	(34,890)	(34,890)	(34,890)
Ending Fund Balance	555,933	521,043	486,153	451,263	416,373	381,483

## Revenues

295.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	119,190	0	0	119,190
2011-2012 Actual	0	0	0	131,560	0	0	131,560
2012-2013 Actual	0	0	0	224,910	0	0	224,910
2013-2014 Original Budget	0	0	0	60,300	0	0	60,300
2013-2014 Adjusted Budget (Dec)	0	0	0	78,300	0	0	78,300
2013-2014 Six Month Actual	0	0	0	72,950	0	0	72,950
2013-2014 Estimated Year End	0	0	0	210,790	0	0	210,790
2014-2015 Dept Request	0	0	0	73,090	0	0	73,090
2014-2015 Manager's Budget	0	0	0	73,090	0	0	73,090
2014-2015 Adopted Budget	0	0	0	73,090	0	0	73,090
2015-2016 Projected Budget	0	0	0	73,090	0	0	73,090
2016-2017 Projected Budget	0	0	0	73,090	0	0	73,090
2017-2018 Projected Budget	0	0	0	73,090	0	0	73,090
2018-2019 Projected Budget	0	0	0	73,090	0	0	73,090

## Expenditures

<b>295. MULTIPLE COST CENTERS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	16,930	2,980	6,640	11,840	0	38,390
2011-2012 Actual	0	82,240	1,010	9,920	18,760	0	111,930
2012-2013 Actual	0	85,240	0	8,290	27,250	0	120,780
2013-2014 Original Budget	0	5,300	0	9,400	31,600	0	46,300
2013-2014 Adjusted Budget (Dec)	0	35,300	0	9,400	54,600	0	99,300
2013-2014 Six Month Actual	0	5,340	0	3,950	21,970	0	31,260
2013-2014 Estimated Year End	0	37,910	0	13,230	90,600	0	141,740
2014-2015 Dept Request	0	30,000	0	15,980	62,000	0	107,980
2014-2015 Manager's Budget	0	30,000	0	15,980	62,000	0	107,980
2014-2015 Adopted Budget	0	30,000	0	15,980	62,000	0	107,980
2015-2016 Projected Budget	0	30,000	0	15,980	62,000	0	107,980
2016-2017 Projected Budget	0	30,000	0	15,980	62,000	0	107,980
2017-2018 Projected Budget	0	30,000	0	15,980	62,000	0	107,980
2018-2019 Projected Budget	0	30,000	0	15,980	62,000	0	107,980



***The City of Royal Oak offers mature adults opportunities for lifelong education, fitness, nutrition, and leisure activities. Supportive services that promote independence and quality of life are available for residents who are 62 and over or permanently disabled adults.***

***The City of Royal Oak's Recreation Department does not discriminate against any program participant or applicant for participation because of race, color, creed, religion, ancestry, national origin, gender, disability or other handicap, age, marital/familial status, or status with regard to public assistance or for any other reason(s) prohibited by law. The City of Royal Oak will take affirmative action to insure that all practices are free from such discrimination.***

Senior administrative offices and the bulk of its programs are located at the Mahany/Meininger Center (the M/M or Senior Center). Additional activities are held at the Salter Center and other sites.

The coordinator of senior citizen activity is responsible for all cost centers and reports to the superintendent of recreation. Senior programs include a wide range of activities supported by an equally diverse group of fees, donations and grants.

Center Operations CDBG (274.759) - A significant portion of costs were covered by federal reimbursement and recorded in the block grant fund (274.759). Former CDBG budgets covered wages for 1 full-time and various part-time employees providing services to seniors at the Mahany/Meininger (M/M) and Salter Centers. It also pays a subsidy for R.O.S.E.S. personnel serving low-income residents.

In previous years, this budget covered janitorial services, heating/cooling contract, building repair and maintenance, office furniture, and capital outlay items. Janitorial, repair, maintenance, heating, cooling and other miscellaneous items are charged to the senior citizen services fund. Senior building maintenance, taps into fund balance for the balance of its budget. At this time, due to eligibility concerns, CDBG will not be supporting any senior center costs.

The Mahany/Meininger Senior Center has a senior's resource center that provides brochures for seniors from businesses with products and services for older adults. The fees to display brochures are \$10 monthly or \$100 yearly.

Health and wellness programs are offered at the Salter Center for individual's 62 years of age and over. Pickle ball while easy for beginners can also develop an intense competition for high-level players; is played one evening and two days a week. Bounce volleyball numbers are increasing daily. Walking on a daily basis is very popular. This fund pays the recreation fund for the rental of the Salter Center.

The recreation specialist plans, publicizes and schedules activities, classes, plus one day and extended trips tailored to senior citizens' interests. Three trips per month are scheduled on the average.

At the M & M center, new programs include: Kuratomi stretching, gentle yoga, chair yoga, career workshops, retirement planning, genealogy classes, golf talk and laptop computer classes.

Tim's Kitchen, a senior congregate meal program, began in June 2007. About 11,012 tasty and nutritious meals were served from July 2012 – June 2013. The program proves very popular with new people attending each month. A once a week financial fund raiser with COSTCO and other fundraisers helps fund this program.

Senior building maintenance (296.750) - This budget covers utilities, janitorial, heating & cooling, and other building maintenance and repair items of the M/M Center. Funding of approximately \$35,000 from M/M rentals partially funds this budget. The remainder is covered by other receipts.

R.O.S.E.S. (296.686) - Royal Oak Senior Essential Services is a local program hiring contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 62 and over, and permanently handicapped adults. R.O.S.E.S. enables older adults who reside in Royal Oak to remain independent in their own homes, shorten hospital stays, lower health care costs and reduce the need for institutionalization.

R.O.S.E.S. workers are independent contractors with this agency and have agreed to work at an

affordable per-hour or per-job rate dependent upon the service rendered. The client is responsible for interviewing the worker, hiring and paying the worker directly. Special arrangements may be made for low-income clients, reducing the per-hour rate.

The ROSES budget pays half of the wages for 2 part-time ROSES aides, paid by client administrative fees and donations. The remainder of the ROSES aides' wages is paid by the CDBG budget.

A.G.E. (296.687) – The Adjacent Generational Exchange volunteer program, funded by a Beaumont Hospital grant, pays a volunteer coordinator to recruit, train and place volunteers to serve senior citizen needs. In the community, volunteers provide senior citizens with meals and assistance delivered to homes, and transportation.

One A.G.E. staff member is trained to counsel seniors in Medicare D prescription drug coverage. 61 seniors received assistance in plan eligibility, benefit comparisons, low income assistance and enrollment assistance. This program runs from November 15th to December 31st annually, by appointment only.

18 volunteers assisted 451 seniors with free tax help and free e-filing. Royal Oak's Volunteer Program was awarded the 904th Point of Light by former President George Bush in 1992.

Non-senior volunteers assist staff with programming. Sources include care management professionals provide mentally

impaired adults with job coach, Urban League of Detroit, Royal Oak High School and Middle School Students (who are not required to volunteer in any way). This cost center budgets the cost of an annual volunteer recognition program.

Partnering with local businesses, such as COSTCO, generates revenue from a fixed percentage of food purchases from Monday bake sales and monthly fundraisers.

Transportation (296.688) – The senior transportation program continues to provide high quality van service for 12,611 one-way trips to doctor appointments, grocery shopping, and programs at the Senior Center. This service promotes independence for residents aged 62 or older, and adults who are permanently handicapped. Door-to-door service is available to those with mobility problems who need to be personally escorted to the buses.

The city currently operates six community transit vehicles purchased in collaboration with SMART. This budget provides for part-time (8 drivers, 2 dispatchers), maintenance and insurance for vans. This budget is funded by William Beaumont Hospital, SMART municipal and community credit funds, and rider donations. The center received two 2012 Champion 23' buses with lift/wheelchair equipped replacement vehicles and is looking to replace another vehicle in 2014-15.

The ROOTS fund (295.759 cost center) records ad hoc grant receipts and related expenditures.

## GOALS

1. Investigate opportunities to partner with other senior centers to increase opportunities.
2. Continue partnering with the private sector.
3. Investigate innovative ways to fund and reduce the cost of programs.
4. Continue meeting the transportation needs of the senior citizen's.
5. Conduct a community lifelong aging friendly community assessment.

## OBJECTIVES

- Institute a senior citizen liaison officer.<sup>GOAL1</sup>
- Explore what South Oakland Centers are providing in programs and travel.<sup>GOAL2</sup>
- Explore sponsorships of programs and activities.<sup>GOAL3</sup>
- Complete "Age In Place" initial program assessment.<sup>GOAL3</sup>
- Explore other rental opportunities.<sup>GOAL3</sup>
- Explore other private sector transportation options.<sup>GOAL4</sup>
- To assess and compile information of ten categories.<sup>GOAL5</sup>

## Performance Indicators / Outcome Measures

	Actual 2011	Actual 2012	Actual 2013	Projected 2014	Projected 2015	Projected 2016
<sup>GOAL1</sup> <b>Supportive Services</b>						
Congregate Meals Served	10,875	11,278	11,012	11,300	11,300	11,300
Homebound Meals Served *	14,463	12,774	2,417	0	0	0
Information & Referral	49,400	58,900	81,000	58,900	58,900	58,900
ROSES Jobs	1,905	3,839	2,090	3,900	3,900	3,900
Senior Bus Rides	14,632	14,101	12,611	14,200	14,200	14,200
Frail Elderly Escort	0	0	0	10	10	10
Outreach Assessments	25	4	20	20	20	20
<sup>GOAL3</sup> <b>Mahany/Meininger Center Programs</b>						
Programs Offered	97	93	87	95	95	95
Sessions Held	3,094	3,093	3,005	3,100	3,100	3,100
Participants	68,158	79,243	70,188	79,500	79,500	79,500
<sup>GOAL3</sup> <b>Salter Community Center Programs</b>						
Programs Offered	15	15	11	15	15	15
Sessions Held	1,099	1,143	1,209	1,143	1,143	1,143
Participants	17,995	16,499	17,599	16,500	16,500	16,500
<sup>GOAL3</sup> <b>Combined Senior Programs</b>						
Programs Offered	112	108	98	110	110	110
Sessions Held	4,193	4,236	4,214	4,243	4,243	4,243
Participants	86,153	95,742	87,787	96,000	96,000	96,000

**Note: Senior Center performance indicators are on a calendar year as opposed to fiscal year.**

\*Please note that as of September 30, 2012 Oakland County Mobile Meals disbanded homebound meals. As of FY 2012-13 Emerald Foods provides all volunteers and deliveries through the Troy Community Center.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Personnel costs are budgeted to increase in this cost center due to the senior center no longer qualifying for CDBG grant funding therefore the costs moved to this fund. The fund is projected and budgeted to utilize a significant amount of fund balance therefore continued operations at the current level will cause a need for an additional revenue source. Transfers from the general fund are budgeted to increase by \$100,000 to \$350,000 due to the recent reduction of CDBG funding, the reduction of fund balance and the need for future capital improvements.

The following capital improvement projects for the senior citizen services for fiscal year 14-15 are as follows:

- 2 vehicles (Coordination with SMART) \$4,000
- Modular wall between room 5 and 6 8,000
- FY2014-15 capital Total: \$12,000**

**Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	691,397	481,387	423,267	322,707	259,507	189,437
Revenues and transfers from other funds	661,850	759,850	759,850	759,850	759,850	759,850
Expenditures and transfers to other funds	871,860	817,970	860,410	823,050	829,920	837,030
Net Change in Fund Balance	(210,010)	(58,120)	(100,560)	(63,200)	(70,070)	(77,180)
Ending Fund Balance	481,387	423,267	322,707	259,507	189,437	112,257

**Revenues**

296.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	174,780	215,720	5,000	30,000	0	425,500
2011-2012 Actual	0	118,830	231,100	3,460	30,000	0	383,390
2012-2013 Actual	0	126,660	249,500	7,540	30,000	250,000	663,700
2013-2014 Original Budget	0	142,650	227,800	4,500	30,000	250,000	654,950
2013-2014 Adjusted Budget (Dec)	0	142,650	227,800	4,500	30,000	250,000	654,950
2013-2014 Six Month Actual	0	107,300	119,280	1,050	30,000	0	257,630
2013-2014 Estimated Year End	0	142,650	234,700	4,500	30,000	250,000	661,850
2014-2015 Dept Request	0	142,650	232,700	4,500	30,000	350,000	759,850
2014-2015 Manager's Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2014-2015 Adopted Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2015-2016 Projected Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2016-2017 Projected Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2017-2018 Projected Budget	0	142,650	232,700	4,500	30,000	350,000	759,850
2018-2019 Projected Budget	0	142,650	232,700	4,500	30,000	350,000	759,850

## Expenditures

<b>296.686 R.O.S.E.S.</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	11,790	0	0	0	0	11,790
2011-2012 Actual	14,940	0	0	0	0	14,940
2012-2013 Actual	17,990	0	0	0	0	17,990
2013-2014 Original Budget	10,810	0	0	0	0	10,810
2013-2014 Adjusted Budget (Dec)	10,810	0	0	0	0	10,810
2013-2014 Six Month Actual	5,350	0	0	0	0	5,350
2013-2014 Estimated Year End	10,780	0	0	0	0	10,780
2014-2015 Dept Request	14,380	0	0	0	0	14,380
2014-2015 Manager's Budget	14,380	0	0	0	0	14,380
2014-2015 Adopted Budget	14,380	0	0	0	0	14,380
2015-2016 Projected Budget	14,380	0	0	0	0	14,380
2016-2017 Projected Budget	14,380	0	0	0	0	14,380
2017-2018 Projected Budget	14,380	0	0	0	0	14,380
2018-2019 Projected Budget	14,380	0	0	0	0	14,380

<b>296.687 A.G.E. PROGRAM</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	15,190	480	0	210	0	15,880
2011-2012 Actual	15,060	480	0	190	0	15,730
2012-2013 Actual	13,200	680	0	350	0	14,230
2013-2014 Original Budget	16,400	1,000	0	450	0	17,850
2013-2014 Adjusted Budget (Dec)	16,400	1,000	0	450	0	17,850
2013-2014 Six Month Actual	4,720	0	0	70	0	4,790
2013-2014 Estimated Year End	14,800	1,000	0	450	0	16,250
2014-2015 Dept Request	14,620	1,000	0	100	0	15,720
2014-2015 Manager's Budget	14,620	1,000	0	100	0	15,720
2014-2015 Adopted Budget	14,620	1,000	0	100	0	15,720
2015-2016 Projected Budget	14,620	1,000	0	100	0	15,720
2016-2017 Projected Budget	14,620	1,000	0	100	0	15,720
2017-2018 Projected Budget	14,620	1,000	0	100	0	15,720
2018-2019 Projected Budget	14,620	1,000	0	100	0	15,720

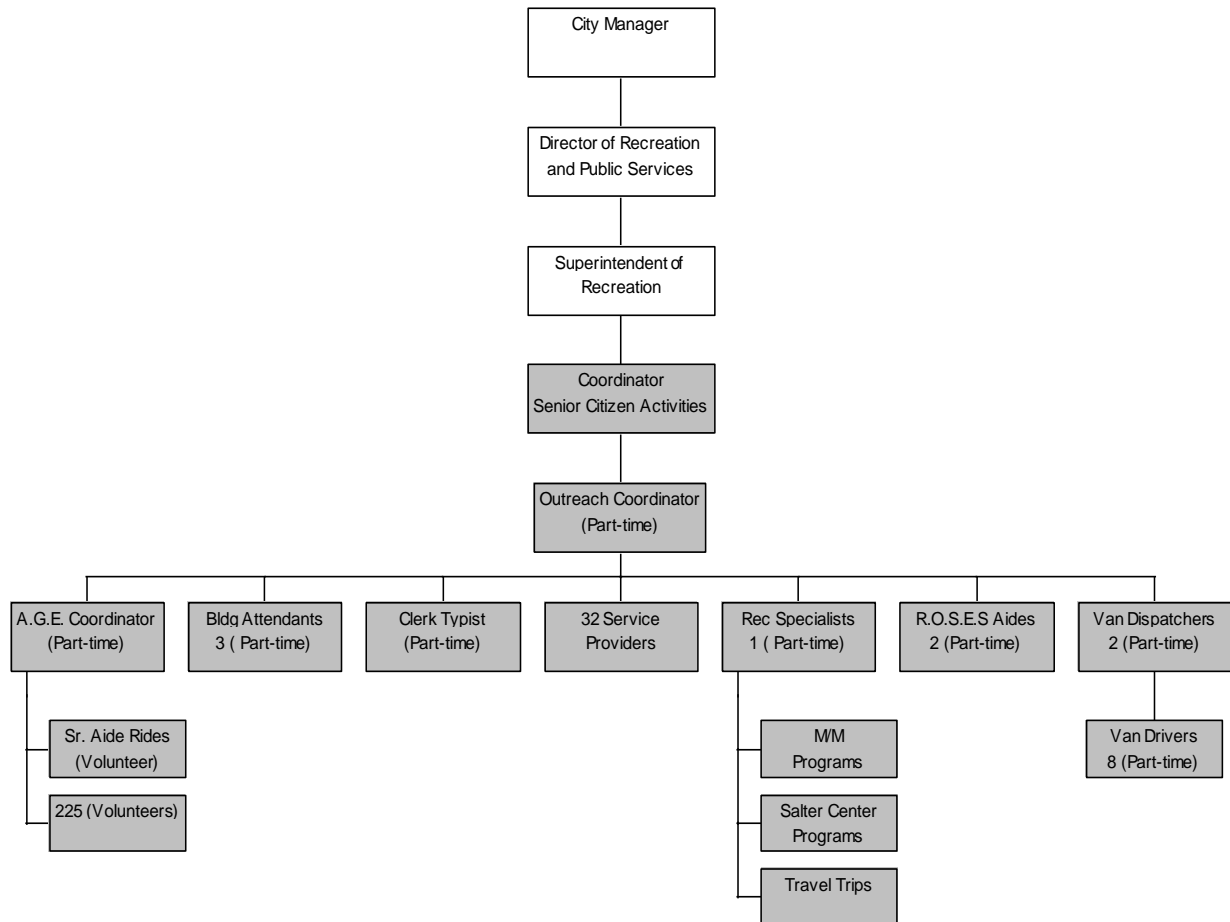
## Senior Citizen Services Fund

<b>296.688 SENIOR VAN</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	148,280	200	0	67,110	0	215,590
2011-2012 Actual	146,820	580	0	69,210	0	216,610
2012-2013 Actual	146,480	600	0	80,420	0	227,500
2013-2014 Original Budget	182,740	600	4,000	80,460	0	267,800
2013-2014 Adjusted Budget (Dec)	182,740	600	4,000	80,460	0	267,800
2013-2014 Six Month Actual	82,140	0	0	41,880	0	124,020
2013-2014 Estimated Year End	168,980	0	4,000	79,080	0	252,060
2014-2015 Dept Request	162,790	0	4,000	79,660	0	246,450
2014-2015 Manager's Budget	162,790	0	4,000	79,660	0	246,450
2014-2015 Adopted Budget	162,790	0	4,000	79,660	0	246,450
2015-2016 Projected Budget	163,730	0	4,000	81,880	0	249,610
2016-2017 Projected Budget	164,680	0	4,000	84,170	0	252,850
2017-2018 Projected Budget	165,680	0	4,000	86,520	0	256,200
2018-2019 Projected Budget	166,730	0	4,000	88,940	0	259,670

<b>296.750 SENIOR BUILDING MAINTENANCE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	970	0	78,920	0	79,890
2011-2012 Actual	0	880	0	76,120	0	77,000
2012-2013 Actual	0	3,800	0	72,970	0	76,770
2013-2014 Original Budget	0	4,630	90,000	84,350	0	178,980
2013-2014 Adjusted Budget (Dec)	0	4,630	90,000	84,350	0	178,980
2013-2014 Six Month Actual	0	710	0	27,560	0	28,270
2013-2014 Estimated Year End	0	4,790	90,000	92,000	0	186,790
2014-2015 Dept Request	0	4,740	8,000	85,850	0	98,590
2014-2015 Manager's Budget	0	4,740	8,000	85,850	0	98,590
2014-2015 Adopted Budget	0	4,740	8,000	85,850	0	98,590
2015-2016 Projected Budget	0	4,740	44,000	85,850	0	134,590
2016-2017 Projected Budget	0	4,740	0	85,850	0	90,590
2017-2018 Projected Budget	0	4,740	0	85,850	0	90,590
2018-2019 Projected Budget	0	4,740	0	85,850	0	90,590

<b>296.759 SENIOR CENTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	15,320	1,960	0	188,140	0	205,420
2011-2012 Actual	7,830	1,950	0	186,380	0	196,160
2012-2013 Actual	8,590	5,280	0	234,340	0	248,210
2013-2014 Original Budget	18,770	5,500	0	240,360	0	264,630
2013-2014 Adjusted Budget (Dec)	18,770	5,500	0	240,360	0	264,630
2013-2014 Six Month Actual	29,680	1,750	0	128,140	0	159,570
2013-2014 Estimated Year End	118,910	13,170	0	273,900	0	405,980
2014-2015 Dept Request	179,710	13,170	0	249,950	0	442,830
2014-2015 Manager's Budget	179,710	13,170	0	249,950	0	442,830
2014-2015 Adopted Budget	179,710	13,170	0	249,950	0	442,830
2015-2016 Projected Budget	181,700	13,170	0	251,240	0	446,110
2016-2017 Projected Budget	183,770	13,170	0	252,570	0	449,510
2017-2018 Projected Budget	185,920	13,170	0	253,940	0	453,030
2018-2019 Projected Budget	188,150	13,170	0	255,350	0	456,670

## Departmental Organization Chart





## Cost Center Position Detail - Home Base

Full & Part-time Employees

Senior Center		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Full-Time Positions</u></b>									
Coordinator of Sr Citzn Actvty	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Sr Citizen Program Technician	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-time Total	2.0	2.0	2.0	2.0	2.0	1.0	1.0	1.0	1.0
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				3.8	3.8	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	2.0	5.8	4.8	1.0	1.0	1.0

R.O.S.E.S		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.5	0.5	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.0	0.5	0.5	n/a	n/a	n/a

AGE Program		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				0.5	0.5	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.0	0.5	0.5	n/a	n/a	n/a

Senior Vans		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b><u>Part-Time Positions (FTEs)</u></b>									
Part-Time Positions	Information not available				5.5	5.5	n/a	n/a	n/a
Part-time Total	0.0	0.0	0.0	0.0	5.5	5.5	n/a	n/a	n/a

***The mission of the animal shelter is to provide a safe haven for animals lost or given up by their owners; to reunite lost animals with their human companions; and to provide the best possible adoptions of available animals into the home best suited to their personalities.***

The Royal Oak Animal Shelter is operated as a city service under management of the Royal Oak Police Department.

The shelter charges fees for its services including rent and spay/neutering costs. This

covers some of the cost of operation. Donations both direct and through the ROOTS foundation make up any difference.

The shelter pays for limited part-time help and trains volunteers to work with and care for all animals throughout their stay. The shelter uses its own internet website as an excellent way to seek situations for animals considered suitable for pets.

#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

In order to keep this fund out of a deficit position, a significant increase in donations is assumed for fiscal year 2014-15. In fiscal year 2013-14, a \$106,000 donation to ROOTS from the estate of Lois Mae Murrey helped to keep the fund out of deficit position.

## **Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	49,220	49,910	52,360	54,810	57,260	59,710
Revenues and transfers from other funds	103,780	114,320	114,320	114,320	114,320	114,320
Expenditures and transfers to other funds	103,090	111,870	111,870	111,870	111,870	111,870
Net Change in Fund Balance	690	2,450	2,450	2,450	2,450	2,450
Ending Fund Balance	49,910	52,360	54,810	57,260	59,710	62,160

## Revenues

<b>297.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	25,390	55,950	0	11,850	93,190
2011-2012 Actual	0	0	27,260	45,240	0	15,370	87,870
2012-2013 Actual	0	0	21,940	30,750	200	15,040	67,930
2013-2014 Original Budget	0	0	20,000	40,290	0	18,000	78,290
2013-2014 Adjusted Budget (Dec)	0	0	20,000	40,290	0	18,000	78,290
2013-2014 Six Month Actual	0	0	13,010	14,020	730	7,690	35,450
2013-2014 Estimated Year End	0	0	22,000	27,050	730	54,000	103,780
2014-2015 Dept Request	0	0	22,000	77,070	250	15,000	114,320
2014-2015 Manager's Budget	0	0	22,000	77,070	250	15,000	114,320
2014-2015 Adopted Budget	0	0	22,000	77,070	250	15,000	114,320
2015-2016 Projected Budget	0	0	22,000	77,070	250	15,000	114,320
2016-2017 Projected Budget	0	0	22,000	77,070	250	15,000	114,320
2017-2018 Projected Budget	0	0	22,000	77,070	250	15,000	114,320
2018-2019 Projected Budget	0	0	22,000	77,070	250	15,000	114,320

## Expenditures

<b>297.430 ANIMAL SHELTER</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	31,240	1,040	0	42,450	0	74,730
2011-2012 Actual	34,670	15,130	0	54,080	0	103,880
2012-2013 Actual	34,060	9,790	0	45,980	0	89,830
2013-2014 Original Budget	42,290	10,000	0	42,080	0	94,370
2013-2014 Adjusted Budget (Dec)	42,290	10,000	0	42,080	0	94,370
2013-2014 Six Month Actual	22,200	1,990	0	16,480	0	40,670
2013-2014 Estimated Year End	47,640	7,000	0	48,450	0	103,090
2014-2015 Dept Request	46,650	11,000	0	54,220	0	111,870
2014-2015 Manager's Budget	46,650	11,000	0	54,220	0	111,870
2014-2015 Adopted Budget	46,650	11,000	0	54,220	0	111,870
2015-2016 Projected Budget	46,650	11,000	0	54,220	0	111,870
2016-2017 Projected Budget	46,650	11,000	0	54,220	0	111,870
2017-2018 Projected Budget	46,650	11,000	0	54,220	0	111,870
2018-2019 Projected Budget	46,650	11,000	0	54,220	0	111,870

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Animal Protection Services		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				1.3	1.3	n/a	n/a	n/a
Part-Time Total		0.0	0.0	0.0	0.0	1.3	1.3	0.0	0.0	0.0

*The police grants fund accounts for the receipt and disbursement of all police grants and forfeitures.*

### Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	466,600	434,400	545,750	541,100	536,450	531,800
Revenues and transfers from other funds	241,200	291,350	175,350	175,350	175,350	175,350
Expenditures and transfers to other funds	273,400	180,000	180,000	180,000	180,000	180,000
Net Change in Fund Balance	(32,200)	111,350	(4,650)	(4,650)	(4,650)	(4,650)
Ending Fund Balance	434,400	545,750	541,100	536,450	531,800	527,150

### Revenues

298.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	538,150	0	5,150	0	0	543,300
2011-2012 Actual	0	187,540	0	13,040	0	8,270	208,850
2012-2013 Actual	0	174,640	0	6,580	0	0	181,220
2013-2014 Original Budget	0	160,000	0	0	0	0	160,000
2013-2014 Adjusted Budget (Dec)	0	161,600	0	0	0	0	161,600
2013-2014 Six Month Actual	0	134,900	0	15,080	0	0	149,980
2013-2014 Estimated Year End	0	201,810	0	37,390	2,000	0	241,200
2014-2015 Dept Request	0	237,000	0	52,350	2,000	0	291,350
2014-2015 Manager's Budget	0	237,000	0	52,350	2,000	0	291,350
2014-2015 Adopted Budget	0	237,000	0	52,350	2,000	0	291,350
2015-2016 Projected Budget	0	121,000	0	52,350	2,000	0	175,350
2016-2017 Projected Budget	0	121,000	0	52,350	2,000	0	175,350
2017-2018 Projected Budget	0	121,000	0	52,350	2,000	0	175,350
2018-2019 Projected Budget	0	121,000	0	52,350	2,000	0	175,350

## Expenditures

<b>298.301 POLICE GRANTS/RESTRICTED MONIES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	111,320	3,560	0	119,260	0	234,140
2011-2012 Actual	159,090	4,620	24,290	42,970	0	230,970
2012-2013 Actual	251,720	6,980	0	44,600	0	303,300
2013-2014 Original Budget	139,870	0	0	4,500	0	144,370
2013-2014 Adjusted Budget (Dec)	139,870	0	0	6,100	0	145,970
2013-2014 Six Month Actual	131,400	1,510	18,980	33,370	0	185,260
2013-2014 Estimated Year End	175,370	1,510	30,980	65,540	0	273,400
2014-2015 Dept Request	141,000	0	0	39,000	0	180,000
2014-2015 Manager's Budget	141,000	0	0	39,000	0	180,000
2014-2015 Adopted Budget	141,000	0	0	39,000	0	180,000
2015-2016 Projected Budget	141,000	0	0	39,000	0	180,000
2016-2017 Projected Budget	141,000	0	0	39,000	0	180,000
2017-2018 Projected Budget	141,000	0	0	39,000	0	180,000
2018-2019 Projected Budget	141,000	0	0	39,000	0	180,000

*The miscellaneous grants fund accounts for city grants, receipts and disbursements (except for grants that are recorded in a fund that is already dedicated).*

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	592,260	592,260	592,410	592,560	592,710	592,860
Revenues and transfers from other funds	199,810	150	150	150	150	150
Expenditures and transfers to other funds	199,810	0	0	0	0	0
Net Change in Fund Balance	0	150	150	150	150	150
Ending Fund Balance	592,260	592,410	592,560	592,710	592,860	593,010

## Revenues

299.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	841,950	0	0	0	37,340	879,290
2011-2012 Actual	0	2,460	0	0	112,650	0	115,110
2012-2013 Actual	0	5,400	0	230	12,280	55,910	73,820
2013-2014 Original Budget	0	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	120,000	0	0	0	30,000	150,000
2013-2014 Six Month Actual	0	(1,500)	0	30	7,780	0	6,310
2013-2014 Estimated Year End	0	121,970	0	60	7,780	70,000	199,810
2014-2015 Dept Request	0	0	0	150	0	0	150
2014-2015 Manager's Budget	0	0	0	150	0	0	150
2014-2015 Adopted Budget	0	0	0	150	0	0	150
2015-2016 Projected Budget	0	0	0	150	0	0	150
2016-2017 Projected Budget	0	0	0	150	0	0	150
2017-2018 Projected Budget	0	0	0	150	0	0	150
2018-2019 Projected Budget	0	0	0	150	0	0	150

## Expenditures

<b>299.336 FIRE GRANTS/RESTRICTED FUNDS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	1,460	0	1,990	0	3,450
2011-2012 Actual	1,350	0	0	0	0	1,350
2012-2013 Actual	6,190	238,610	0	0	0	244,800
2013-2014 Original Budget	0	0	0	0	0	0
2013-2014 Adjusted Budget (Dec)	0	150,000	0	0	0	150,000
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	190,000	0	0	0	190,000
2014-2015 Dept Request	0	0	0	0	0	0
2014-2015 Manager's Budget	0	0	0	0	0	0
2014-2015 Adopted Budget	0	0	0	0	0	0
2015-2016 Projected Budget	0	0	0	0	0	0
2016-2017 Projected Budget	0	0	0	0	0	0
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0



***The mission of the Royal Oak Brownfield Redevelopment Authority (BRA) is to encourage the redevelopment of eligible “brownfield” properties by providing financial assistance for remediation of environmental contamination at such properties.***

The Brownfield Redevelopment Act 381 of 1996, (as amended) provides for creative financing with economic and environmental benefit. The Act allows for a municipality to adopt plans, capture incremental local and school property taxes from redeveloped contaminated properties to pay for the environmental clean-up costs associated with those properties.

The BRA meets on an as-needed basis to review applications for new brownfield plans. Once an application is received by the planning department, a meeting of the BRA is scheduled as soon as possible, pending publication of required public hearing notices required by state law. The BRA then meets to review each plan, and submits a recommendation to the city commission.

The City of Royal Oak currently has three 3 active brownfield plans budgeted: Citizens Bank at 802 S. Main St.; Bright Side Dental at 3213 Rochester Rd.; and 7-Eleven at 3380 Greenfield Rd.

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## GOALS

1. Encourage the redevelopment of blighted and contaminated property.

## OBJECTIVES

- Process applications for new brownfield plans and reimbursement requests for existing plans in a timely fashion.<sup>GOAL1</sup>
  - Work with the city treasurer and finance departments to ensure tax increment revenues for each brownfield plan are correctly accounted for and properly credited.<sup>GOAL1</sup>
  - Continue capture of tax increment revenues until each brownfield plan expires to create revolving loan fund.<sup>GOAL1</sup>
-

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	102,180	102,180	47,720	37,520	28,350	20,030
Revenues and transfers from other funds	10,840	12,740	12,740	12,740	12,740	12,740
Expenditures and transfers to other funds	10,840	67,200	22,940	21,910	21,060	20,370
Net Change in Fund Balance	0	(54,460)	(10,200)	(9,170)	(8,320)	(7,630)
Ending Fund Balance	102,180	47,720	37,520	28,350	20,030	12,400

## Revenues

243.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	18,150	0	0	0	0	20,000	38,150
2011-2012 Actual	36,080	0	0	0	0	0	36,080
2012-2013 Actual	11,560	0	0	240	0	0	11,800
2013-2014 Original Budget	11,320	0	0	0	0	0	11,320
2013-2014 Adjusted Budget (Dec)	11,320	0	0	0	0	0	11,320
2013-2014 Six Month Actual	7,320	0	0	60	0	0	7,380
2013-2014 Estimated Year End	0	0	0	80	0	10,760	10,840
2014-2015 Dept Request	1,740	0	0	240	0	10,760	12,740
2014-2015 Manager's Budget	1,740	0	0	240	0	10,760	12,740
2014-2015 Adopted Budget	1,740	0	0	240	0	10,760	12,740
2015-2016 Projected Budget	1,740	0	0	240	0	10,760	12,740
2016-2017 Projected Budget	1,740	0	0	240	0	10,760	12,740
2017-2018 Projected Budget	1,740	0	0	240	0	10,760	12,740
2018-2019 Projected Budget	1,740	0	0	240	0	10,760	12,740

## Expenditures

<b>243.729 BROWNFIELD REDEVELOPMENT AUTH</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	23,370	0	23,370
2011-2012 Actual	0	0	0	0	0	0
2012-2013 Actual	0	0	0	0	0	0
2013-2014 Original Budget	0	0	0	11,320	0	11,320
2013-2014 Adjusted Budget (Dec)	0	0	0	11,320	0	11,320
2013-2014 Six Month Actual	0	0	0	0	0	0
2013-2014 Estimated Year End	0	0	0	10,840	0	10,840
2014-2015 Dept Request	0	0	0	67,200	0	67,200
2014-2015 Manager's Budget	0	0	0	67,200	0	67,200
2014-2015 Adopted Budget	0	0	0	67,200	0	67,200
2015-2016 Projected Budget	0	0	0	22,940	0	22,940
2016-2017 Projected Budget	0	0	0	21,910	0	21,910
2017-2018 Projected Budget	0	0	0	21,060	0	21,060
2018-2019 Projected Budget	0	0	0	20,370	0	20,370

***The DDA's mission is to promote economic growth and revitalization in Downtown Royal Oak. The DDA will accomplish this mission by (1) improving and maintaining a solid and user-friendly infrastructure; (2) marketing Downtown Royal Oak to consumers and businesses and; (3) encouraging preservation of Royal Oak's downtown. By fulfilling its mission, the DDA will enhance the viability of not only the downtown, but the entire City of Royal Oak.***

The authority is authorized by the city to impose an ad valorem tax on all taxable property in the downtown district for the purposes provided by Act 197 of 1975. The tax cannot exceed two mills on the value of taxable property in the downtown district. The levy is proposed at 1.6477 mills, its authorized Headlee maximum.

Tax incremental financing (TIF) allows an authority like the DDA, to "capture" incremental tax revenues that result from growth in the district.

The City of Royal Oak Downtown Development Authority is under the supervision and control of a board consisting of the city manager and eight or 10 members as determined by the city commission. Members are appointed by the city manager, subject to approval by the city commission.

The authorities goals are to pay into the debt retirement fund, for all outstanding series of

bonds issued pursuant to the plan; establish a reserve account for payment of principal and interest on bonds issued pursuant to this plan; to provide the initial stage and second stage public improvements costs that are not financed from the proceeds of bonds; pay administrative and operating costs of the DDA; to acquire property, clear land, make preliminary plans, and improvements necessary for the development of the development area.

The development plan, created by the downtown development authority, prioritizes needed physical improvements like façade improvements, buildings, parking lots and decks, streetscapes, and infrastructure.

Additionally, marketing themes have been developed to enhance the renewed physical appearance. These include advertising, signage and banners, street lighting, tree and floral arrangements. This fund provides extra police officers for the district to enhance existing public safety efforts.

Additional funding for improvements can come from the Block Grant Program, and other state and federal programs.

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## GOALS

1. Downtown Safety Goal: To protect the residents, businesses and visitors of Downtown Royal Oak.
2. Downtown Promotion Goal: To promote downtown Royal Oak as a premier destination for shopping, dining, entertainment, living and working.
3. Downtown Infrastructure Goal: To provide a downtown that is clean and well maintained.

## OBJECTIVES

- Develop a downtown plan which enumerates our collective vision for Downtown Royal Oak and addresses business development, liquor license policy, special events, land use, office space, hotels and downtown parks. <sup>GOAL1</sup>
- Continue the funding of three downtown police officers. <sup>GOAL1</sup>
- Continue a marketing plan (priority #2 FY 13-14) that includes major events and image campaign components. <sup>GOAL2</sup>

## GOALS

4. Downtown Development Goal: To encourage development in downtown through programs and TIF reimbursement.
5. Downtown Parking Goal: To provide adequate and safe parking for downtown residents, employees and visitors.
6. Downtown Public Goal: To keep the public informed of the DDA's activities.

## OBJECTIVES

- Create event management strategy.<sup>GOAL2</sup>
- Maintain website with current events, business listings, parking information and images of Downtown Royal Oak.<sup>GOAL2</sup>
- Support and encourage downtown events that measurably contribute to the improvement of business through both financial commitments and direct participation.<sup>GOAL1</sup>
- Healthy People – 20/20 Program.<sup>GOAL6</sup>
- Continue the façade program for downtown property owners.<sup>GOAL1</sup>
- Establish “Architectural Contest” program (priority #2 FY 13-14).<sup>GOAL2</sup>
- Continue to provide downtown maintenance/enhancement services.<sup>GOAL3</sup>
- Create downtown city park (priority #2 FY 13-14).<sup>GOAL2</sup>
- Improve/enhance 696/Main St. appearance.<sup>GOAL3</sup>
- Continue to complete streetscape improvements and repairs.<sup>GOAL3</sup>
- Investigate and improve streetscape design elements and components, including light fixtures, tree grates and other technology improvements (priority #1 FY 13-14).<sup>GOAL2</sup>
- Continue implementation of Wayfinding Program, establishing signage design and implementation plan (priority #2).<sup>GOAL2</sup>
- Fund the purchase and installation of holiday lights downtown.<sup>GOAL2</sup>
- Reimburse TIF revenue to approved development projects.<sup>GOAL4</sup>
- Identify and improve targeted business base (priority #2 FY 13-14).<sup>GOAL4</sup>

## GOALS

## OBJECTIVES

- Identify ways to Improve Customer Base; such as “cohesive business hours” (priority #2 FY 13-14).<sup>GOAL4</sup>
- Economic Development Director (priority #2 FY 13-14).<sup>GOAL4</sup>
- Continue to provide funding to cover the Lafayette and 5<sup>th</sup> Street parking structure annual debt service.<sup>GOAL5</sup>
- Evaluate parking supply verses demand to determine if all areas of downtown are adequately served by convenient/sufficient parking (priority #1 FY 13-14).<sup>GOAL5</sup>
- Investigate and monitor technology enhancements that could improve the downtown parking system (priority #1 FY 13-14).<sup>GOAL5</sup>
- Purchase revenue producing property.<sup>GOAL4</sup>
- Hold monthly DDA board meetings.<sup>GOAL6</sup>
- Continue to communicate with stakeholders of the downtown.<sup>GOAL6</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Overall the budget is down from the prior year mostly due to fewer capital costs. The transfer out in the amount of \$375,000 for downtown police services continues to be budgeted for fiscal year 14-15, as well as the transfer for the court building and auto parking debt payments. The forecast shows a significant growth in fund balance based on the court debt possibly not being paid by the DDA after fiscal year 14-15, therefore eliminated. The forecast assumes 50% funding for the auto parking debt and a decrease in planned capital projects.

## Budget Summary

### DDA Development Fund

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	1,159,670	975,610	1,368,510	2,541,935	3,765,765	5,012,885
Revenues and transfers from other funds	2,929,700	2,812,000	2,838,950	2,893,660	2,921,430	2,921,430
Expenditures and transfers to other funds	3,113,760	2,419,100	1,665,525	1,669,830	1,674,310	1,678,980
Net Change in Fund Balance	(184,060)	392,900	1,173,425	1,223,830	1,247,120	1,242,450
Ending Fund Balance	975,610	1,368,510	2,541,935	3,765,765	5,012,885	6,255,335

### Development Revenues

247.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	2,331,950	0	0	22,160	26,570	100,000	2,480,680
2011-2012 Actual	2,324,940	0	0	25,830	170	98,460	2,449,400
2012-2013 Actual	2,775,740	0	0	26,420	1,980	110,290	2,914,430
2013-2014 Original Budget	2,530,000	0	0	17,000	0	500,320	3,047,320
2013-2014 Adjusted Budget (Dec)	2,530,000	0	0	17,000	0	500,320	3,047,320
2013-2014 Six Month Actual	2,339,810	0	0	24,850	3,200	0	2,367,860
2013-2014 Estimated Year End	2,790,000	0	0	26,500	3,200	110,000	2,929,700
2014-2015 Dept Request	2,695,000	0	0	17,000	0	100,000	2,812,000
2014-2015 Manager's Budget	2,695,000	0	0	17,000	0	100,000	2,812,000
2014-2015 Adopted Budget	2,695,000	0	0	17,000	0	100,000	2,812,000
2015-2016 Projected Budget	2,721,950	0	0	17,000	0	100,000	2,838,950
2016-2017 Projected Budget	2,749,170	0	0	17,000	0	100,000	2,866,170
2017-2018 Projected Budget	2,776,660	0	0	17,000	0	100,000	2,893,660
2018-2019 Projected Budget	2,804,430	0	0	17,000	0	100,000	2,921,430

## Development Expenditures

<b>247.729 DDA/TIFA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Transfers</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	188,050	0	0	686,330	1,524,790	0	2,399,170
2011-2012 Actual	105,940	0	0	691,830	1,391,360	0	2,189,130
2012-2013 Actual	126,000	0	0	913,780	1,443,650	0	2,483,430
2013-2014 Original Budget	122,390	0	600,000	941,070	1,383,850	0	3,047,310
2013-2014 Adjusted Budget (Dec)	122,390	0	680,000	941,070	1,383,850	0	3,127,310
2013-2014 Six Month Actual	59,000	0	0	554,390	1,003,240	0	1,616,630
2013-2014 Estimated Year End	176,140	0	0	903,580	2,034,040	0	3,113,760
2014-2015 Dept Request	132,940	0	0	907,290	1,378,870	0	2,419,100
2014-2015 Manager's Budget	132,940	0	0	907,290	1,378,870	0	2,419,100
2014-2015 Adopted Budget	132,940	0	0	907,290	1,378,870	0	2,419,100
2015-2016 Projected Budget	137,050	0	0	907,290	621,185	0	1,665,525
2016-2017 Projected Budget	141,350	0	0	907,290	621,190	0	1,669,830
2017-2018 Projected Budget	145,830	0	0	907,290	621,190	0	1,674,310
2018-2019 Projected Budget	150,500	0	0	907,290	621,190	0	1,678,980

## Budget Summary DDA Operating Fund

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	84,170	104,270	106,750	108,230	108,670	108,020
Revenues and transfers from other funds	50,870	48,420	48,420	48,420	48,420	48,420
Expenditures and transfers to other funds	30,770	45,940	46,940	47,980	49,070	50,200
Net Change in Fund Balance	20,100	2,480	1,480	440	(650)	(1,780)
Ending Fund Balance	104,270	106,750	108,230	108,670	108,020	106,240



## DDA Operating Revenues

<b>248.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	51,020	0	0	0	0	0	51,020
2011-2012 Actual	50,770	0	0	0	(1,520)	0	49,250
2012-2013 Actual	52,100	0	0	140	0	0	52,240
2013-2014 Original Budget	46,800	0	0	150	0	0	46,950
2013-2014 Adjusted Budget (Dec)	46,800	0	0	150	0	0	46,950
2013-2014 Six Month Actual	52,760	0	0	60	0	0	52,820
2013-2014 Estimated Year End	50,800	0	0	70	0	0	50,870
2014-2015 Dept Request	48,200	0	0	220	0	0	48,420
2014-2015 Manager's Budget	48,200	0	0	220	0	0	48,420
2014-2015 Adopted Budget	48,200	0	0	220	0	0	48,420
2015-2016 Projected Budget	48,200	0	0	220	0	0	48,420
2016-2017 Projected Budget	48,200	0	0	220	0	0	48,420
2017-2018 Projected Budget	48,200	0	0	220	0	0	48,420
2018-2019 Projected Budget	48,200	0	0	220	0	0	48,420

## DDA Operating Expenditures

<b>248.729 DDA/TIFA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	21,920	630	0	2,590	0	25,140
2011-2012 Actual	13,740	380	0	2,430	0	16,550
2012-2013 Actual	21,400	10	0	2,500	0	23,910
2013-2014 Original Budget	24,580	1,000	0	21,360	0	46,940
2013-2014 Adjusted Budget (Dec)	24,580	1,000	0	21,360	0	46,940
2013-2014 Six Month Actual	9,840	330	0	1,100	0	11,270
2013-2014 Estimated Year End	24,300	470	0	6,000	0	30,770
2014-2015 Dept Request	26,940	1,000	0	18,000	0	45,940
2014-2015 Manager's Budget	26,940	1,000	0	18,000	0	45,940
2014-2015 Adopted Budget	26,940	1,000	0	18,000	0	45,940
2015-2016 Projected Budget	27,940	1,000	0	18,000	0	46,940
2016-2017 Projected Budget	28,980	1,000	0	18,000	0	47,980
2017-2018 Projected Budget	30,070	1,000	0	18,000	0	49,070
2018-2019 Projected Budget	31,200	1,000	0	18,000	0	50,200

## Cost Center Position Detail - Home Base

Full & Part-time Employees

DDA/TIFA		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.1	0.1	n/a	n/a	n/a
Part-time Total		0.0	0.0	0.0	0.0	0.1	0.1	0.0	0.0	0.0

## **DEBT SERVICE FUNDS**

Debt service funds are funds established to finance and account for the payment of interest and principal on all tax supported debt, serial and term, including that payable for special assessments.

Description of Long Term Debt

General Obligation Debt Fund - 301

Court Building Debt Service - 303

Debt Service Fund – 360

Legal Debt Margin

## Description of Long-Term Debt

As of June 30, 2013, the City of Royal Oak had 18 outstanding bonded debt issues and contracts totaling \$61,696,839. Michigan statute limits general obligation debt to ten percent (10%) of state equalized value or \$234,498,801. Our non-exempt debt of \$25,710,000 is 11% of that limit. City bonds and contract terms are summarized as follows:

### Primary Government

#### **Building Authority – Public Act 31 of 1948 (First Extra Session)**

Act 31 provides for an authority to issue bonds to build and equip various public buildings, which are then leased to the City. Proceeds from these leases are used to repay the bonds. The collection of lease payments, payment of interest and retirement of debt is reflected in the respective Debt Service or Proprietary fund.

On October 11, 2001, the City of Royal Oak Building Authority issued \$9,000,000 of Bonds, Series 2001A (Unlimited Tax General Obligation), pursuant to a special election on May 15, 2001. The proceeds were used to construct and equip a new fire station, and remodel and equip existing fire stations. These 20-year bonds have interest rates that range from 3.750 percent to 5.000 percent. The City was obligated to pay interest commencing March 1, 2002 and semiannually thereafter. The first principal payment was due September 1, 2002 and due annually September 1 through 2021. In August 2012, the City performed an advanced refunding of the Series 2001A, now Series 2012. This refunding created a net present values savings of \$614,000. The term of the payments did not change.

On June 2, 2005, the City of Royal Oak Building Authority issued \$3,700,000 of Bonds, Series 2005 (General Obligation Limited Tax). The proceeds were used to remodel, renovate, equip and furnish the City Library Building. These 18-year bonds have interest rates that range from 3.000 percent to 4.250 percent. Library fund revenue is used to pay the debt service. The City is obligated to pay interest commencing December 1, 2005 and semiannually thereafter. The first principal payment was due June 1, 2006 and due annually June 1 through 2023.

#### **Capital Improvement Bonds – Revised Municipal Finance Act, Public Act 34 of 2001, Part V**

Act 34 permits the issuance of Bonds for the purpose of paying the cost of capital improvements.

On March 15, 2006, the City of Royal Oak issued \$4,325,000 of Capital Improvement Bonds, Series 2006A (General Obligation Limited Tax) to finance capital improvements to the City's Water and Sewer Systems and other items. The City used the net proceeds exclusively to finance improvements to the Water and Sewer System, which is responsible for all debt service payments. These 20-year bonds have interest rates ranging from 3.500 percent to 4.300 percent. The City is obligated to pay interest commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2007 and will continue to be due May 1 until 2026.

On April 26, 2006, the City of Royal Oak Building Authority issued \$11,100,000 of Capital Improvement Refunding Bonds, Series 2006B (General Obligation Limited Tax), with interest rates that range from 4.000 percent to 4.375 %. The net proceeds were used to advance refund 1999 Prior (44<sup>th</sup> District Court building) Bonds for the years 2010 through 2024 in the amount of \$5,475,000, and the 2001 Prior (parking structure) Bonds for the years 2012 through 2026 in the amount of \$8,185,000. The proceeds were used to purchase U.S. Certificates of Indebtedness – State and Local Government Securities (SLGS). Those securities were deposited into an irrevocable trust with an escrow agent and subsequently used to pay off the bonds, including call premiums on June 1, 2009 and May 1, 2011 respectively. Accordingly, the refunded bonds are no longer reported on the City's financial statements. The advance refunding reduced the total debt payments over the next 20 years by approximately \$310,090 which represents and economic gain of \$198,175. The new bonds will bear interest payable commencing November 1, 2006 and semiannually thereafter. The first principal payment was due May 1, 2008 and due annually May 1 through 2026.

On January 9, 2007, the City of Royal Oak issued \$825,000 of Capital Improvement Bonds, Series 2007 (General Obligation Limited Tax) to finance

an energy conservation project. The project includes improvements to the DPS facility, parking structures, ice arena and traffic lights which include lighting upgrades, occupancy sensors, insulation, water conservation measures, building environmental controls, steam traps, heat exchangers, high efficiency motors, LED traffic lamps and others. These 10-year bonds have interest at 4.0 percent. The City is obligated to pay interest commencing August 1, 2007 and semiannually thereafter. The first principal payment was due February 1, 2008 and will continue to be due February 1 until 2017.

On November 15, 2007, the City of Royal Oak issued \$2,645,000 of Capital Improvement Bonds, Series 2007A (General Obligation Limited Tax) to finance a vehicle purchase project. The City used approximately \$1,970,000 to acquire five fire trucks, \$500,000 for two ambulance rescue vehicles and \$175,000 for two dump truck bodies. These 12-year serial bonds have interest at 4.0 percent. The City is obligated to pay interest commencing May 1, 2008 and semiannually thereafter. The first principal payment was due October 1, 2008 and will continue to be due October 1 until 2019.

In September 1997, the City of Royal Oak and the Oakland County Drain Commission entered into an agreement whereby the City contracted to pay \$1,710,691 of Garfield Drain Refunding Revenue Bonds, Series 1997, with interest rates that range from 5.000 percent to 5.125 percent. Repayment is made from net revenues of the Water and Sewer fund. These bonds bear interest payable commencing April 1, 1998 and semiannually thereafter. The first principal payment was due October 1, 1998 and due annually October 1 through 2017.

On December 11, 2008, the City of Royal Oak sold \$11,825,000 of Capital Improvement Bonds, Series 2008 (General Obligation Limited Tax) with interest rates that range from 4.000% to 6.250%. The bonds finance projects in three funds: Auto Parking \$7,250,000 (\$5,481,000 to purchase & develop the 600-700 S. Main Street property and to improve other decks and lots, plus \$1,550,000 to acquire the 225 S. Troy Street property); Water and Sewer \$3,270,000 for infrastructure improvements; and Motor Pool \$1,305,000 (\$650,000 to purchase vehicles and \$620,000 to repave the DPS yard); plus related costs. These bonds bear interest payable commencing May 1, 2009 and semiannually thereafter. The first

principal payment is due annually October 1, 2009 through 2028.

### **Michigan Municipal Bond Authority Bonds – Public Act 227 of 1985**

The MMBA has a variety of financing tools including the broad authority to purchase municipal notes or bonds and bundle them for resale. Among those tools, the MMBA and Michigan Department of Environmental Quality (MDEQ) jointly administer State Revolving Fund (SRF) and Drinking Water Revolving Fund (DWRF) low interest loan programs. The following bonds are paid from net revenues of the water and sewer fund.

On September 29, 1998, the City of Royal Oak and the Michigan Municipal Bond Authority entered into an agreement whereby the City of Royal Oak would issue revenue bonds, and the Michigan Municipal Bond Authority would purchase, up to \$15,800,000 of North Arm Relief Drain Bonds, Series 1998A (General Obligation Limited Tax). The project built enclosed pipes, expanding and improving the North Relief Arm of the Twelve Towns Drainage District, to abate flooding primarily affecting the City of Royal Oak, plus seven other communities and highways therein, controlled by the State of Michigan and Oakland County. The State and County paid cash up front. Based on the Interlocal Agreement between the City of Royal Oak (the City) and the seven other communities, the City pledges it net water and sewer revenue and pays approximately 49% of the debt service. The City bills approximately 51% to the other communities and collects their payments to pay the debt service. The City is obligated if payments received on contracts with benefiting municipalities are insufficient to meet principal and interest requirements of this debt, when due. The City is obligated to pay interest at 2.25 percent commencing on April 1, 1999 and semiannually thereafter. The first principal payment was due October 1, 2001 and will continue to be due October 1 through 2020.

Since 2000, the Oakland County Drain Commission, predominantly with the MMBA, has initiated multiple financings for the George W. Kuhn Drainage District (GWKDD) to abate combined sewer overflows from its communities, which includes the City of Royal Oak. The whole retention/treatment facility was estimated to cost \$144 million in 2001. Construction was staged in several contracts. MMBA borrowing draw-downs

occur over months or years during construction. The principal payback period is 20 years. The various communities share in GWKDD debt based on the percentage of their contract flow capacity: about 29% for the City. The following eight paragraphs discuss the City's GWKDD contract debt obligations.

On September 30, 2000, the City's share of GWKDD Bonds, Series A, was issued for \$5,176,386 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2003 and will continue to be due April 1 until 2022.

On September 28, 2001, the City's share of GWKDD Bonds, Series C, was issued for \$23,797,479 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On December 20, 2001, the City's share of GWKDD Bonds, Series D, was issued for up to \$3,170,000 to the MMBA bearing interest at 2.50 percent. The City is obligated to pay interest commencing April 1, 2002 and semiannually thereafter. The first principal payment was due April 1, 2005 and will continue to be due April 1 until 2024.

On January 2, 2002, the City's share of GWKDD Bonds, Series E, was issued originally for \$2,857,431 bearing market interest rates from 4.00 percent to 5.25 percent. The City is obligated to pay interest commencing April 1, 2001 and semiannually thereafter. The first principal payment was due April 1, 2002 and originally continued to be due April 1 until 2024. On August 1, 2007, bonds maturing 2012 through 2024 were advanced refunded and no longer are shown as debt. Remaining unrefunded bonds were due through April 1, 2012.

On September 22, 2005, the City's share of GWKDD Bonds, Series 2005 (F), was issued for \$469,002 to the MMBA bearing interest at 1.625 percent. To date, \$390,953 has been drawn as the City's share. The City is obligated to pay interest commencing October 1, 2006 and semiannually thereafter. The first principal payment was due April 1, 2007 and will continue to be due April 1 until 2026.

On August 1, 2007, the City's share of GWKDD Drain (partial B & E) Refunding Bonds, Series 2007 (R), was issued for \$3,607,258, bearing market interest rates from 4.250 percent to 4.375 percent. The Refunding bonds advance refunded part of Series B and E bonds above. The City is obligated to pay interest commencing October 1, 2007 and semiannually thereafter. The first principal payment was due April 1, 2008 and will continue to be due April 1 until 2024. The City realized a net savings in cash flow of \$176,280 over the life of the bonds for a net economic gain (present value savings) of \$117,311.

On September 22, 2007, the City's share of GWKDD Bonds, Series 2007 (G) was issued for up to \$1,765,000 in total to the MMBA, bearing interest at 1.625 percent. Based on \$1,754,260 drawn down by 2/9/09, the City's share was approximately \$515,923. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2009 and will continue to be due April 1 until 2026.

On September 22, 2008, the City's share of GWKDD Bonds, Series 2008 (H) was issued for up to \$2,260,136 in total to the MMBA, bearing interest at 2.500 percent. Based on \$4,057,179 drawn down by 4/2/09, the City's share was approximately \$1,183,205. The City is obligated to pay interest commencing April 1, 2009 and semiannually thereafter. The first principal payment was due April 1, 2010 and will continue to be due April 1 until 2029. This is expected to be the final funding for the GWKDD project.

## Debt Service Funds – General Obligation Debt

### Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	37,900	42,850	31,220	20,815	9,160	2,280
Revenues and transfers from other funds	632,100	615,620	618,620	621,620	625,120	628,000
Expenditures and transfers to other funds	627,150	627,250	629,025	633,275	632,000	630,275
Net Change in Fund Balance	4,950	(11,630)	(10,405)	(11,655)	(6,880)	(2,275)
Ending Fund Balance	42,850	31,220	20,815	9,160	2,280	5

### Revenues

301.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	692,330	0	0	0	40	0	692,370
2011-2012 Actual	699,460	0	0	0	(10)	0	699,450
2012-2013 Actual	695,670	0	0	80	0	0	695,750
2013-2014 Original Budget	624,150	0	0	0	0	0	624,150
2013-2014 Adjusted Budget (Dec)	624,150	0	0	0	0	0	624,150
2013-2014 Six Month Actual	608,370	0	0	60	0	0	608,430
2013-2014 Estimated Year End	632,000	0	0	100	0	0	632,100
2014-2015 Dept Request	615,400	0	0	220	0	0	615,620
2014-2015 Manager's Budget	615,400	0	0	220	0	0	615,620
2014-2015 Approved Budget	615,400	0	0	220	0	0	615,620
2015-2016 Projected Budget	618,400	0	0	220	0	0	618,620
2016-2017 Projected Budget	621,400	0	0	220	0	0	621,620
2017-2018 Projected Budget	624,900	0	0	220	0	0	625,120
2018-2019 Projected Budget	627,775	0	0	220	0	0	627,995

## Debt Service Funds – General Obligation Debt

### Expenditures

<b>301.905 GENERAL OBLIGATION DEBT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	1,050	687,090	688,140
2011-2012 Actual	0	0	0	4,290	690,430	694,720
2012-2013 Actual	0	0	0	2,890	628,460	631,350
2013-2014 Original Budget	0	0	0	4,650	624,150	628,800
2013-2014 Adjusted Budget (Dec)	0	0	0	4,650	624,150	628,800
2013-2014 Six Month Actual	0	0	0	1,340	559,620	560,960
2013-2014 Estimated Year End	0	0	0	2,500	624,650	627,150
2014-2015 Dept Request	0	0	0	2,500	624,750	627,250
2014-2015 Manager's Budget	0	0	0	2,500	624,750	627,250
2014-2015 Approved Budget	0	0	0	2,500	624,750	627,250
2015-2016 Projected Budget	0	0	0	2,500	626,525	629,025
2016-2017 Projected Budget	0	0	0	2,500	630,775	633,275
2017-2018 Projected Budget	0	0	0	2,500	629,500	632,000
2018-2019 Projected Budget	0	0	0	2,500	627,775	630,275



## Debt Service Funds – Court Building Debt Service

### Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	0	190	190	190	190	190
Revenues and transfers from other funds	514,910	511,300	517,490	517,850	517,590	511,220
Expenditures and transfers to other funds	514,720	511,300	517,490	517,850	517,590	511,220
Net Change in Fund Balance	190	0	0	0	0	0
Ending Fund Balance	190	190	190	190	190	190

### Revenues

303.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	0	516,500	516,500
2011-2012 Actual	0	0	0	0	0	519,900	519,900
2012-2013 Actual	0	0	0	0	0	512,700	512,700
2013-2014 Original Budget	0	0	0	0	0	514,720	514,720
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	514,720	514,720
2013-2014 Six Month Actual	0	0	0	0	0	94,860	94,860
2013-2014 Estimated Year End	0	0	0	0	0	514,910	514,910
2014-2015 Dept Request	0	0	0	0	0	511,300	511,300
2014-2015 Manager's Budget	0	0	0	0	0	511,300	511,300
2014-2015 Approved Budget	0	0	0	0	0	511,300	511,300
2015-2016 Projected Budget	0	0	0	0	0	517,490	517,490
2016-2017 Projected Budget	0	0	0	0	0	517,850	517,850
2017-2018 Projected Budget	0	0	0	0	0	517,590	517,590
2018-2019 Projected Budget	0	0	0	0	0	511,220	511,220

## Debt Service Funds – Court Building Debt Service

### Expenditures

<b>303.905 COURT BUILDING DEBT SERVICE</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	-	-	-	-	516,500	516,500
2011-2012 Actual	-	-	-	-	519,900	519,900
2012-2013 Actual	-	-	-	-	512,700	512,700
2013-2014 Original Budget	-	-	-	-	514,720	514,720
2013-2014 Adjusted Budget (Dec)	-	-	-	-	514,720	514,720
2013-2014 Six Month Actual	-	-	-	-	94,860	94,860
2013-2014 Estimated Year End	-	-	-	-	514,720	514,720
2014-2015 Dept Request	-	-	-	-	511,300	511,300
2014-2015 Manager's Budget	-	-	-	-	511,300	511,300
2014-2015 Approved Budget	-	-	-	-	511,300	511,300
2015-2016 Projected Budget	-	-	-	-	517,490	517,490
2016-2017 Projected Budget	-	-	-	-	517,850	517,850
2017-2018 Projected Budget	-	-	-	-	517,590	517,590
2018-2019 Projected Budget	-	-	-	-	511,220	511,220

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	0	80	480	480	480	480
Revenues and transfers from other funds	100,380	102,300	103,300	104,500	0	0
Expenditures and transfers to other funds	100,300	101,900	103,300	104,500	0	0
Net Change in Fund Balance	80	400	0	0	0	0
Ending Fund Balance	80	480	480	480	480	480

## Revenues

360.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	0	115,810	115,810
2011-2012 Actual	0	0	0	0	0	91,210	91,210
2012-2013 Actual	0	0	0	0	0	103,700	103,700
2013-2014 Original Budget	0	0	0	0	0	100,300	100,300
2013-2014 Adjusted Budget (Dec)	0	0	0	0	0	100,300	100,300
2013-2014 Six Month Actual	0	0	0	0	0	99,800	99,800
2013-2014 Estimated Year End	0	0	0	0	0	100,380	100,380
2014-2015 Dept Request	0	0	0	0	0	102,300	102,300
2014-2015 Manager's Budget	0	0	0	0	0	102,300	102,300
2014-2015 Approved Budget	0	0	0	0	0	102,300	102,300
2015-2016 Projected Budget	0	0	0	0	0	103,300	103,300
2016-2017 Projected Budget	0	0	0	0	0	104,500	104,500
2017-2018 Projected Budget	0	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0	0

## Expenditures

<b>360.905 DEBT SERVICE FUND</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	500	115,300	115,800
2011-2012 Actual	0	0	0	500	90,700	91,200
2012-2013 Actual	0	0	0	500	103,200	103,700
2013-2014 Original Budget	0	0	0	500	99,800	100,300
2013-2014 Adjusted Budget (Dec)	0	0	0	500	99,800	100,300
2013-2014 Six Month Actual	0	0	0	0	99,800	99,800
2013-2014 Estimated Year End	0	0	0	500	99,800	100,300
2014-2015 Dept Request	0	0	0	500	101,400	101,900
2014-2015 Manager's Budget	0	0	0	500	101,400	101,900
2014-2015 Approved Budget	0	0	0	500	101,400	101,900
2015-2016 Projected Budget	0	0	0	500	102,800	103,300
2016-2017 Projected Budget	0	0	0	500	104,000	104,500
2017-2018 Projected Budget	0	0	0	0	0	0
2018-2019 Projected Budget	0	0	0	0	0	0

Valuation base	2014
State equalized valuation - excluding IFT values	\$2,335,410,970
Plus: equivalent valuation of Act 198 exemptions	9,577,040
Total valuation	<u>2,344,988,010</u>
Legal debt limitation - 10% of total valuation – (Charter 9 Section 1)	234,498,801
Calculation of debt subject to limit	
Debt outstanding	61,696,839
Net debt not subject to limit	<u>35,986,839</u>
Additional Debt which can be legally incurred	<u>\$ 208,788,801</u>
Non-exempt debt as a percent of debt limit	10.96%

Section 21 of Article VII of the Michigan Constitution establishes the City , subject to statutory and constitutional limitations for municipalities to incur debt for public purposes:

"The legislature shall provide by general laws for the incorporation of cities and villages. Such laws shall limit their rate of ad valorem property taxation for municipal purposes, and restrict the powers of cities and villages to borrow money and contract debts. Each city and village is granted power to levy other taxes for other public purposes, subject to the limitations and prohibitions provided by the constitution or by law."

In accordance with the foregoing authority granted to the State Legislature, the Home Rule Cities Act limits the amount of debt a home rule city may have outstanding at any time. Section 4-a of the Home Rule Cities Act provides:

"The net indebtedness incurred for all public purposes may be as much as but shall not exceed the greater of the following:

- (a) Ten percent of all the real and personal property of the city adjusted for tax abated property.
- (b) Fifteen percent of the assessed value of all the real and personal property in the city if that portion of the total amount of indebtedness incurred which exceeds 10% is or has been used solely for the construction or renovation of hospital facilities.

Significant exceptions to the debt limitation have been permitted by the Home Rule Cities Act for certain types of indebtedness which include: special assessment bonds and Michigan transportation fund bonds (formerly motor vehicle highway fund bonds), even though they are a general obligation of the City; revenue bonds payable from revenues only, whether secured by a mortgage or not; bonds issued or contract obligations or assessments incurred to comply with an order of the Water Resources Commission of the State or a court of competent jurisdiction; obligations incurred for water supply, sewage, drainage or refuse disposal or resource recovery projects necessary to protect the public health by abating pollution; and bonds issued for construction, improvements and replacement of a combined sewer overflow abatement facility. The resources of a sinking fund pledged for the retirement of outstanding bonds shall also be excluded in computing the debt limitation.

The ten percent limit may be exceeded by 3/8 of 1% in case of flood, fire or other calamity.



# **CAPITAL IMPROVEMENT PLAN**

**Street Improvements**

**Water & Sewer Improvements**

**Parks & Facilities**

**Information Technology**

**Vehicles, Equipment, and  
Others**

## Capital Project Summary

### What is a Capital Improvement Program?

Capital improvement programming is a long-range study of non-operating wants, needs, expected revenue and policy intentions. It is not a budget, but provides the necessary information for prudent budget recommendations. It compares various departments' needs over a period of years with anticipated revenue and puts them in a single focus for analytical purposes.

It is not a law such as an annual budget, but a collection of facts, trends, and suggestions available for the guidance of the budget people and the legislative body when budget time arrives. After it is adopted by the legislative body, it is a non-binding assertion of future intent only. For each year, however, when an appropriation for an annual capital budget is adopted as part of the regular budget, it represents that amount which will be used to implement a part of the capital improvement program in the coming year.

One-year or two-year budget studies do not always yield the best long-term policy. Accordingly they have added five, six or even ten-year capital improvement planning to their program, wherein the larger and longer-term picture can be anticipated and studied. This kind of capital improvement planning is nothing more than business common sense applied to public monies.

Typically, the function of studying long-term capital improvement trends and needs is done with a single agency or team of agencies. A commonly used team is that of budget, which best knows the details of the annual financial "facts of life," and Engineering which is the closest to the many problems of providing space and facilities for the ever changing departments and their equipment. In initiating such a program, a master list of needed improvements is first compiled by the various operating departments to cover, usually, the next six years. The list is studied in the light of the comprehensive plan, comparative needs, and replacement urgencies. The trend of tax rates, revenues from other sources, various financing possibilities, bond retirement and future available funds are considered during the budget process. Finally, a recommended priority listing emerges from combined study of these proposed revenues and expenditures.

By providing this planning and programming of capital improvements, all of the preliminary engineering or architectural design can be completed timely. Financing is planned well in advance and the effect on the annual budget is determined. This eliminates hasty decisions brought on by crash programs and provides for well designed, orderly growth or renewal of the city's capital. Good management requires greater physical and financial planning than ever before.

The Planning Commission adopted the capital improvement plan in February and many of the CIP projects are provided for in this section of the budget document. The CIP projects that the city manager is recommending to move forward are listed in the budget narrative for each of the funding source's. (ie. water & sewer fund, major street fund, local street fund, auto parking fund, IS, motor pool, etc). The street funds requested project budget was drastically reduced due to the lack of funding. Capital projects budgeted in fiscal year 2014-15 will be funded with cash on hand as opposed to issuing bonds.



## SIDEWALK IMPROVEMENTS

<p><b><i>City-Wide Prepaid Sidewalk and Pavement Patch Program</i></b>  <b>CIP #: SW1201</b></p> <p><b>Project Length:</b> 2012-2018  <b>Estimated City Cost:</b> \$300,000 per year; \$1,800,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, local street fund, property owners prepayment permits</p>	<p><b>Impact on the Operating Budget:</b> Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p><b>Description:</b> Repair of road/sidewalk concrete patches of the concrete roadway in a dedicated section of the city and based upon field inspections. Capital costs of approximately \$300,000 per year. Construction began in 2012.</p>
<p><b><i>Sidewalk Improvement Program</i></b>  <b>CIP #: SW1202</b></p> <p><b>Project Length:</b> 2012-2017 May- Nov  <b>Estimated City Cost:</b> \$1,002,000  <b>City Share:</b> 14%  <b>Funding Source:</b> special assessment (non-city share); major street fund, local street fund, general fund</p>	<p><b>Impact on the Operating Budget:</b> Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p><b>Description:</b> Replace damaged sidewalk in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Handicap Ramp Improvement Program SW1203. Construction began in 2012. Total project cost is \$7 million.</p>
<p><b><i>Sidewalk Handicap Ramp Improvement Program</i></b>  <b>CIP #: SW1203</b></p> <p><b>Project Length:</b> 2012-2017  <b>Estimated City Cost:</b> \$3,105,000  <b>City Share:</b> \$420,000 special assessment, \$200,000 CDBG per year  <b>Funding Source:</b> special assessment, CDBG</p>	<p><b>Impact on the Operating Budget:</b> Improve safety thus reducing liability expenses due to fewer trip and fall claims.</p> <p><b>Description:</b> Replace damaged sidewalk ramps in an established, target area, over the entire city annually over six years. To be done in coordination with 2012-2017 Sidewalk Improvement Program SW1202. Construction began in 2012. Construction cancelled for 2013.</p>

## STREET IMPROVEMENTS

<p><b><i>Surveying Services</i></b> CIP #: SA1101</p> <p><b>Project Length:</b> 2012-2020  <b>Estimated City Cost:</b> \$80,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street and water &amp; sewer funds</p>	<p><b>Impact on the Operating Budget:</b> Lower personnel costs</p> <p><b>Description:</b> This program serves as a guide by providing surveying consulting services for preparing construction plans for street paving, water and sewer improvements.</p>
<p><b><i>Misc Asphalt Resurfacing</i></b> CIP #: SA1201</p> <p><b>Project Length:</b> 2013-2016  <b>Estimated City Cost:</b> \$625,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing of major roads with an asphalt top layer. This program is meant to address locations where the road is deteriorating. Construction is planned to begin in 2013.</p>
<p><b><i>Concrete Pavement Replacement</i></b> CIP #: SA1202</p> <p><b>Project Length:</b> 2011-2018  <b>Estimated City Cost:</b> \$1,465,000  <b>City Share:</b> 100%  <b>Funding Source:</b> local street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Removal and replacement of failed concrete slab sections within the local street network, as identified through the city's pavement management system and based upon field inspections. The slab replacement program will replace/patch deteriorated concrete on local streets in the sections below. Construction began in 2011.  <b>Replacement Sections:</b> 22, 9,&amp;16, 5&amp;7&amp;32, 4&amp;7&amp;21, 6&amp;8, 14&amp;23</p>
<p><b><i>Annual Local Joint Seal Project</i></b> CIP #: SA1203</p> <p><b>Project Length:</b> 2013-2019  <b>Estimated City Cost:</b> \$189,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major &amp; local street funds</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Perform joint sealing maintenance on local and major streets for streets paved in previous year</p>

<p><b><i>Various Local Road Projects</i></b> CIP #: SA1204</p> <p><b>Project Length:</b> 2013-2028  <b>Estimated City Cost:</b> \$14,460,000  <b>City Share:</b> 100%  <b>Funding Source:</b> local street fund, major street fund</p>	<p><b>Impact on the Operating Budget:</b> Reduce maintenance budget by \$20,000 -\$55,000 annually.</p> <p><b>Description:</b> Resurface, rehabilitate or reconstruct local streets and major streets near target area throughout the city until 2028.</p>
<p><b><i>Washington Avenue Resurfacing</i></b> CIP #: SA1301</p> <p><b>Project Length:</b> 2013-2014  <b>Estimated City Cost:</b> \$326,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs.</p> <p><b>Description:</b> Resurfacing of N. Washington Avenue with an asphalt top layer as a part of the program between 11 Mile Road and Crooks Road. This program is intended to address location where the road surface condition is deteriorating. Construction began in 2013.</p>
<p><b><i>Non-Motorized Bicycling Signage</i></b> CIP #: SA1302</p> <p><b>Project Length:</b> 2013-2015  <b>Estimated City Cost:</b> \$120,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, safety grant</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Install biking and bike route signage and pavement striping city wide.</p>
<p><b><i>Campbell Road Resurfacing</i></b> CIP #: SA1303</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$234,000  <b>City Share:</b> 31%  <b>Funding Source:</b> major street fund  <i>*Note: May change due to Fed funding update</i></p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurface Campbell Road between 11 Mile Road and 12 Mile Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2014.</p>
<p><b><i>Campbell Road Resurfacing</i></b> CIP #: SA1304</p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$594,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund  <i>*Note: Will change due to Fed funding update</i></p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing of Campbell Road with asphalt as a part of the program between 10 Mile Road and 11 Mile Road. This program is intended to address deteriorating road surface conditions. Construction is planned to begin in 2015.</p>

<p><b><i>East 4th Street Corridor Improvements</i></b>  <b>CIP #: SA1305</b></p> <p><b>Project Length:</b> 2013- 2016  <b>Estimated City Cost:</b> \$681,000  <b>City Share:</b> 100%  <b>Funding Source:</b> TIF, CDBG, local street fund, general fund, grants</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Various physical improvements within East 4th Street right-of-way between Williams Street &amp; Campbell Road to include decorative lighting, installation of angled parking, reconstruction of the parking lot located in the median, landscaping improvements, creating public art place settings, correct ADA deficiencies, and install physical improvements to define bicycle route.</p>
<p><b><i>14 Mile Road Improvements</i></b>  <b>CIP #: SA1401</b></p> <p><b>Project Length:</b> 2013-2014  <b>Estimated City Cost:</b> \$345,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs.</p> <p><b>Description:</b> Resurface 14 Mile Road (Southerly east bound lane between Delemere Blvd and Hillcrest Avenue) concrete patches &amp; hot mix asphalt cap; also Maxwell Avenue (between 11 Mile Road and Sherman Drive) new curb on east side.</p>
<p><b><i>Main Street Resurfacing</i></b>  <b>CIP #: SA1402</b></p> <p><b>Project Length:</b> 2014-2016  <b>Estimated City Cost:</b> \$540,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing of Main Street with an asphalt top layer as a part of the program between 10 Mile Road and Lincoln Avenue. This program is intended to address the road's deteriorating surface conditions. Construction is planned to begin in 2015.</p>
<p><b><i>Non-Motorized Pedestrian Signal</i></b>  <b>CIP #: SA1403</b></p> <p><b>Project Length:</b> 2014- 2016  <b>Estimated City Cost:</b> \$666,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, community development block grant fund, safety grant</p>	<p><b>Impact on the Operating Budget:</b> Reduce maintenance budget by \$500 annually</p> <p><b>Description:</b> Replace or upgrade existing pedestrian traffic signals with countdown audible signals.</p>

<p><b><i>Non-Motorized Crosswalk Signal</i></b> CIP #: SA1404</p> <p><b>Project Length:</b> 2014- 2015  <b>Estimated City Cost:</b> \$188,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, safety grant</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Upgrade existing pedestrian non-signalized crosswalks with solar powered flashing signs.</p>
<p><b><i>Traffic Signal Upgrade Project</i></b> CIP #: SA1405</p> <p><b>Project Length:</b> 2014- 2017  <b>Estimated City Cost:</b> \$2,475,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, safety grant</p>	<p><b>Impact on the Operating Budget:</b> Reduce maintenance budget by \$2,000 Annually</p> <p><b>Description:</b> Replace or upgrade existing traffic signals with countdown audible signals. This is a four year program.</p>
<p><b><i>Major Street Concrete Improvement</i></b> CIP #: SA1501</p> <p><b>Project Length:</b> 2013-2018  <b>Estimated City Cost:</b> \$508,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Reduce maintenance budget by \$200 Annually</p> <p><b>Description:</b> Reconstruct or repair major concrete streets throughout the city with concrete pavement or patches.</p>
<p><b><i>Washington Avenue Resurfacing</i></b> CIP #: SA1502</p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$350,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund / fed funding</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing of S. Washington Avenue with asphalt as a part of the program between Lincoln Avenue and 11 Mile Road. This program is intended to address conditions where the road surface is deteriorating. Construction is planned to begin in 2015.</p>

<p><b><i>Crooks Road Resurfacing</i></b>  <b>CIP #: SA1503</b></p> <p><b>Project Length:</b> 2013-2017  <b>Estimated City Cost:</b> \$244,000  <b>City Share:</b> 75%  <b>Funding Source:</b> major street fund, City of Clawson</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurface Crooks Road between 13 Mile Road and Webster Road and between 14 Mile Road and Normandy Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2016.</p>
<p><b><i>Stephenson Highway Resurfacing Part A</i></b>  <b>CIP #: SA1601</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$270,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing North Bound Stephenson Highway with asphalt as a part of the program between 11 Mile Road and Gardenia Avenue. This program is intended to address locations where the road's surface is deteriorating. Construction is planned to begin in 2016.</p>
<p><b><i>Stephenson Highway Resurfacing Part B</i></b>  <b>CIP # SA1602</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$270,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurfacing North Bound Stephenson Highway with asphalt as a part of the program between East Lincoln Avenue and 11 Mile Road. This program is intended to address deteriorating surface conditions. Construction is planned to begin in 2016.</p>
<p><b><i>CBD Street Resurfacing</i></b>  <b>CIP #: SA1603</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$271,000  <b>City Share:</b> 100%  <b>Funding Source:</b> major street fund, DDA fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Central Business District (CBD) Resurface 6th and 7th Streets between Washington Avenue and Lafayette Avenue. This program is intended to address the road's deteriorating surface condition and install new gutter and curb to match the streetscape layout. Construction is planned to begin in 2016.</p>

<p><b><i>13 Mile Road Asphalt Resurfacing</i></b> CIP #: SA1701</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$495,000 <b>City Share:</b> 100% <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Asphalt Resurface 13 Mile Road between Woodward Avenue and Crooks Road. This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2017.</p>
<p><b><i>Asphalt Resurfacing (W. 4<sup>th</sup> St, Lafayette Ave &amp; W. Lincoln Ave)</i></b> CIP #: SA1702</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$700,000 <b>City Share:</b> 100% <b>Funding Source:</b> major street fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Resurface W 4th Street (West St. to Washington Ave.); Lafayette Avenue (Woodward Ave to Lincoln Ave, 4<sup>th</sup> St. to 11 Mile Rd); W. Lincoln Avenue (Woodward Ave. to Washington Ave). This program is intended to address the road's deteriorating surface condition. Construction is planned to begin in 2017.</p>
<p><b><i>Annual Major Joint Seal Project</i></b> CIP #: SA1801</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$1,020,000 <b>City Share:</b> 100% <b>Funding Source:</b> major &amp; local street funds (estimation)</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Perform joint sealing maintenance on local and major streets for streets paved in previous year</p>
<p><b><i>CDBG Local Street Paving</i></b> CIP #: SA1802</p> <p><b>Project Length:</b> 2018-2021 <b>Estimated City Cost:</b> \$771,000 <b>City Share:</b> 100% <b>Funding Source:</b> local street fund &amp; CDBG</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Use CDBG funds to pave local streets</p>

## WATER & SEWER IMPROVEMENTS

<p><b><i>Sewer Lining</i></b> CIP #: SR1401</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$562,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Fix problem rear yard sewers in the area bounded by Campbell Rd, 4<sup>th</sup> St, Lincoln Ave, and Edgeworth Ave to prevent sewer pipe failure or collapse. Construction is planned to begin in 2014.</p>
<p><b><i>Sewer Camera</i></b> CIP #: SR1402</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$100,000 <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Reduces maintenance cost.</p> <p><b>Description:</b> Replacement of sewer camera used to video sewer lines for inspection and ultimately repair.</p>
<p><b><i>Harrison Road Relief Sewer</i></b> CIP #: SR1403</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$56,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Install new 10" relief sewer along Harrison Road between Main Street and 10' East of Main Street. Construction is planned to begin in 2014 prior to reconstruction of Main Street pavement at E. Harrison Road.</p>
<p><b><i>Sewer Lining- Rear Yard</i></b> CIP #: SR1501</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$612,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Fix the problem in rear yard sewers in the area bounded by Lincoln Ave, Edgeworth Ave, 4th St. and Stephenson Hwy to prevent sewer pipe failure or collapse. Construction is planned to begin in 2015.</p>
<p><b><i>Sewer Televising &amp; Root Control</i></b> CIP #: SR1502</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$420,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Sewer televising, cleaning, and invasive root removal city wide. Construction is planned to begin in 2015.</p>



<p><b><i>Sewer Lining-Rear Yard</i></b> CIP #: SR1503</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$625,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Fix problem rear yard sewers by lining the sewer pipes in the area bounded by Campbell Road, 11 Mile Road, Stephenson Hwy, and 4<sup>th</sup> Street. Prevent sewer pipe failure or collapse. Construction is planned to begin in 2015.</p>
<p><b><i>DeVillen /Alexander Avenue Sewer</i></b> CIP # SR1701</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$622,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Install a new 36"relief sewer along DeVillen/Alexander Avenue between Altadena Avenue and LaSalle Avenue. Construction is planned to begin in 2017. Should be constructed with DeVillen Avenue Water main CIP # WM1714, in same year.</p>
<p><b><i>2nd Street Water Main Interconnect</i></b> CIP #: WM1401</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$28,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Install water main interconnect along 2nd Street at Williams Street. Construction is planned to begin in 2014.</p>
<p><b><i>Edgewood Drive Water Main</i></b> CIP #: WM1402</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$55,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Edgewood Drive between Park Avenue and Florence Avenue. Construction is planned to begin in 2014.</p>

<p><b><i>Maplegrove Avenue Water Main</i></b>  <b>CIP #: WM1403</b></p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$235,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Maplegrove Avenue between Catalpa Drive and Mayfield Drive. Construction is planned to begin in 2014.</p>
<p><b><i>Maplegrove Avenue Water Main</i></b>  <b>CIP #: WM1404</b></p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$312,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Maplegrove Avenue between Catalpa Drive and Farnum Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Knowles Avenue Water Main</i></b>  <b>CIP #: WM1405</b></p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$326,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Knowles Avenue between Harrison Avenue and Lincoln Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Chesapeake Avenue Water Main</i></b>  <b>CIP #: WM1406</b></p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$114,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Chesapeake Avenue between Rhode Island Avenue and Maryland Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Hudson Avenue Water Main</i></b>  <b>CIP #: WM1407</b></p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$363,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Hudson Avenue between Woodward Avenue and Washington Avenue. Construction is planned to begin in 2014.</p>

<p><b><i>Rhode Island Avenue Water Main</i></b> CIP #: WM1408</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$170,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer Fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Rhode Island Avenue between Delaware Avenue and Chesapeake Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>California Avenue Water Main</i></b> CIP #: WM1409</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$176,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along California Avenue between Delaware Avenue and Chesapeake Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Kenilworth Avenue Water Main</i></b> CIP #: WM1410</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$198,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Kenilworth Avenue between Delaware Avenue and dead-end. Construction is planned to begin in 2014.</p>
<p><b><i>Farnum Avenue Water Main</i></b> CIP #: WM1411</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$214,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Farnum Avenue between Campbell Road and Kenwood Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Crane Road 8" WM (Washington Ave - Dead-end)</i></b> CIP #: WM1412</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$117,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Farnum Avenue between Campbell Road and Kenwood Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Euclid Avenue Water Main</i></b> CIP #: WM1413</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$164,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Euclid Avenue between Washington Avenue and Main Street. Construction is planned to begin in 2014 prior to reconstructing Euclid or Washington pavement at Euclid.</p>

<p><b><i>Florence Avenue Water Main</i></b> CIP #: WM1414</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$286,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Florence Avenue between Maxwell Avenue and Rail Road. Construction is planned to begin in 2014.</p>
<p><b><i>Maple Avenue Water Main</i></b> CIP #: WM1415</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$228,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Maple Avenue between Louis Avenue and Park Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Sherman Drive Water Main</i></b> CIP #: WM1416</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$215,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Sherman Drive between Josephine Avenue and Baker Street. Construction is planned to begin in 2014.</p>
<p><b><i>Forestdale Road Water Main</i></b> CIP #: WM1417</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$117,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Forestdale Road between Cambridge Road and Farnum Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Farnum Avenue Water Main</i></b> CIP #: WM1418</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$176,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Farnum Avenue between Hilldale Drive and Maxwell Avenue. Construction is planned to begin in 2014.</p>
<p><b><i>Crooks Road Water Main</i></b> CIP #: WM1419</p> <p><b>Project Length:</b> 2014-2015  <b>Estimated City Cost:</b> \$389,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Crooks Road between 13 Mile Road and Lexington Blvd. Construction is planned to begin in 2014. To be completed prior to reconstruction of pavement along this portion of Crooks Road SA1503.</p>

<p><b><i>Chester Road Water Main</i></b> CIP #: WM1420</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$260,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Chester Road between Durham Road and Crooks Road. Construction is planned to begin in 2014. To be completed prior to reconstruction of pavement along this portion of Crooks Road at Chester Road.</p>
<p><b><i>Oliver/Glenwood Road Water Main</i></b> CIP #: WM1421</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$668,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main on Oliver Road from North of Webster Road to Glenwood Road, 8" water main on Oliver Road from Glenwood Road to Crooks Road, and 12" water main on Glenwood Road from Glenview Road to Oliver Road. Construction is planned to begin in 2015.</p>
<p><b><i>Springer Avenue Water Main</i></b> CIP #: WM1501</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$845,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Springer Avenue between Greenfield Road and Hillside Drive. Construction is planned to begin in 2015.</p>
<p><b><i>Hillside Drive Water Main</i></b> CIP #: WM1502</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$206,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Hillside Drive between Springer Avenue and 13 Mile Road. Construction is planned to begin in 2015.</p>
<p><b><i>Nakota Avenue Water Main</i></b> CIP #: WM1503</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$100,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Nakota Avenue between Hillcrest Avenue and Crooks Road. Construction is planned to begin in 2015 before resurfacing of Crooks Road at Nakota Avenue.</p>

<p><b><i>Crooks Road Water Main</i></b> CIP #: WM1504</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$406,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Crooks Road between Royal Avenue and Webster Road. Construction is planned to begin in 2015 prior to reconstruction of pavement along Crooks Road.</p>
<p><b><i>Greenfield Road Water Main</i></b> CIP #: WM1505</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$321,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Greenfield Road between 13 Mile Road and Springer Avenue. Construction is planned to begin in 2015.</p>
<p><b><i>Greenfield Road Water Main</i></b> CIP #: WM1506</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$878,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Greenfield Road between Webster Road and 13 Mile Road. Construction is planned to begin in 2015.</p>
<p><b><i>Water Meter Reading Handhelds</i></b> CIP #: WM1601</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$21,000 <b>City Share:</b> 100% <b>Funding Source:</b> IS fund / water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs.</p> <p><b>Description:</b> Upgrade or replace water meter reading handheld device. This program is ongoing. Coordinates with water meter replacements and billing software replacement.</p>
<p><b><i>Stephenson Highway Water Main</i></b> CIP #: WM1602</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$1,537,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Install replacement 12" water main along southbound Stephenson Highway from 4<sup>th</sup> Street to 750' North of Gardenia Avenue. Construction is planned to begin in 2016 prior to resurfacing or reconstruction of pavement along southbound Stephenson.</p>

<p><b><i>Chester Road Water Main</i></b> CIP #: WM1603</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$111,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Chester Road between Hillside Drive and Dukeshire Highway. Construction is planned to begin in 2016.</p>
<p><b><i>Normandy Road Water Main</i></b> CIP #: WM1604</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$1,020,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Normandy Road between Woodward Avenue and Normandy Court. Construction is planned to begin in 2016.</p>
<p><b><i>Woodward Avenue Water Main</i></b> CIP #: WM1605</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$51,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system costs</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Woodward Avenue between North Bound and North of Starr Road. Construction is planned to begin in 2016.</p>
<p><b><i>Woodward Avenue Water Main</i></b> CIP #: WM1606</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$676,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Woodward Avenue between Buckingham Road to Normandy Road. Construction is planned to begin in 2016.</p>
<p><b><i>Dukeshire Highway Water Main</i></b> CIP #: WM1607</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$306,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along Dukeshire Highway between Chester Road and Normandy Road. Construction is planned to begin in 2016.</p>

<p><b><i>Vinsetta Blvd Water Main</i></b> CIP #: WM1701</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$649,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" &amp; 12" water main along Vinsetta Blvd between 12 Mile Road and Crooks Road. Construction is planned to begin in 2017.</p>
<p><b><i>Coolidge Highway Water Main</i></b> CIP #: WM1702</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$342,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Install replacement 12" water main along northbound Coolidge Highway from 13 Mile Road to Starr Road. Construction is planned to begin in 2017 prior to resurfacing 13 Mile Road at Coolidge Highway.</p>
<p><b><i>Starr Road Water Main</i></b> CIP #: WM1703</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$385,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Install new 12" water main along Starr Road between Coolidge Highway and Greenway Avenue. Construction is planned to begin in 2017.</p>
<p><b><i>11 Mile Road Water Main</i></b> CIP #: WM1704</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$227,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Install new 12" Water Main along 11 Mile Road Between N. Alexander Avenue to Gainsborough Avenue. Construction is planned to begin in 2017 prior to resurfacing or reconstructing this portion of 11 Mile Road.</p>
<p><b><i>West Street Water Main</i></b> CIP #: WM1705</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$77,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on West Street from Farnum Avenue to Park Avenue. Construction was planned to begin in 2018.</p>
<p><b><i>6th Street Water Main</i></b> CIP #: WM1706</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$397,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on 6th Street from Knowles Street to Alexander Avenue. Construction was planned to begin in 2018.</p>



<p><b>7th Street Water Main</b> CIP #: WM1707</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$197,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on 7th Street from Troy Street to Knowles Street. Construction was planned to begin in 2018.</p>
<p><b>Oakdale Blvd Water Main</b> CIP #: WM1708</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$261,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on Oakdale Blvd from Eleven Mile Road to 4th Street. Construction was planned to begin in 2018.</p>
<p><b>Harrison Avenue Water Main</b> CIP #: WM1709</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$539,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on Harrison Avenue from Main Street to Batavia Avenue. Construction was planned to begin in 2018.</p>
<p><b>Forestdale Road Water Main</b> CIP #: WM1710</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$326,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on Forestdale Road from Farnum Avenue to alley south of Catalpa Drive. Construction was planned to begin in 2018.</p>
<p><b>5th Street Water Main</b> CIP #: WM1711</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$473,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 12" water main on 5th Street from Knowles Street to Alexander Avenue. Construction was planned to begin in 2018.</p>
<p><b>Farnum Avenue Water Main</b> CIP #: WM1712</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$82,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on Farnum Avenue from railroad viaduct to West Street. Construction was planned to begin in 2018.</p>

<p><b>11 Mile Road Water Main</b> CIP #: WM1713</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$81,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs</p> <p><b>Description:</b> Installation of new 8" water main on 11 Mile Road from Dorchester Court to Kenwood Avenue. Construction was planned to begin in 2018.</p>
<p><b>DeVillen Avenue Water Main</b> CIP #: WM1714</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$182,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 8" water main along DeVillen Avenue between Ardmore Avenue and Alexander Avenue. Construction is planned to begin in 2017. Should be constructed with Devillen/Alexander Sewer CIP # SR1701.</p>
<p><b>Lexington Blvd Water Main</b> CIP #: WM1715</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$592,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Lexington Blvd between Washington Avenue and Marais Avenue. Construction is planned to begin in 2017.</p>
<p><b>Lincoln Avenue Water Main</b> CIP #: WM1716</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$68,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Lower system costs</p> <p><b>Description:</b> Replace existing water main with a new 12" water main along Lincoln Avenue crossing under Woodward Avenue. Construction is planned to begin in 2017.</p>
<p><b>14 Mile Road M-CN Water Main</b> CIP #: WM1901</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$298,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 12" water main on 14 Mile Road from Mankato to CN Railroad.</p>

<p><b><i>14 Mile Road Water Main</i></b> CIP #: WM1902</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$406,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 12" water main on 14 Mile Road from Woodward Avenue to Cooper Avenue.</p>
<p><b><i>Bassett Rd. Water Main</i></b> CIP #: WM1903</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$196,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Bassett Rd. from Alley E. of Woodward to Fairlawn.</p>
<p><b><i>Elmhurst Avenue Water Main</i></b> CIP #: WM1904</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$ 170,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Elmhurst Avenue from Clawson to Lloyd Avenue.</p>
<p><b><i>Forest Avenue Water Main</i></b> CIP #: WM1905</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$ 76,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Forest Avenue from Symes Avenue to Stephenson Highway.</p>
<p><b><i>Forestdale Ct Water Main</i></b> CIP #: WM1906</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$ 153,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Forestdale Ct. from Cedarhill to dead end.</p>
<p><b><i>Forestdale Water Main</i></b> CIP #: WM1907</p> <p><b>Project Length:</b> 2019-2020 <b>Estimated City Cost:</b> \$ 96,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Forestdale from Greenleaf to Mayfield Dr.</p>

<p><b><i>Fulton Place North Water Main</i></b> CIP #: WM1908</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 170,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Fulton Place North from Verona Circle to Grandview Road.</p>
<p><b><i>Greenleaf Dr. Water Main</i></b> CIP #: WM1909</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 326,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Greenleaf Dr. from 450' W. of Fairlawn to Vinsetta Boulevard.</p>
<p><b><i>Houstonia Avenue Water Main</i></b> CIP #: WM1910</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 561,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Houstonia Avenue from Northwood to Evergreen Drive.</p>
<p><b><i>Judson Avenue Water Main</i></b> CIP #: WM1911</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 170,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Judson Avenue from Elmwood to Cummings Avenue.</p>
<p><b><i>Linwood Avenue Water Main</i></b> CIP #: WM1912</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 199,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Linwood Avenue from Northwood to Lloyd Avenue.</p>
<p><b><i>Mayfield Water Main</i></b> CIP #: WM1913</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 91,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Mayfield from Forestdale S. to Forestdale N. and onward to Fernwood.</p>

<p><b><i>Ravena Avenue Water Main</i></b> CIP #: WM1914</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 255,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Ravena Avenue from Chester to Woodward Avenue.</p>
<p><b><i>Rockingham Road Water Main</i></b> CIP #: WM1915</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 218,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Rockingham Road from Kensington to Woodward Avenue.</p>
<p><b><i>Seminole Drive Water Main</i></b> CIP #: WM1916</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 272,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Seminole Drive from Grandview to Normandy Road.</p>
<p><b><i>Sycamore Avenue Water Main</i></b> CIP #: WM1917</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 230,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Sycamore Avenue from Maplewood to 450' west of Evergreen Drive.</p>
<p><b><i>Vinton Rd. Water Main</i></b> CIP #: WM1918</p> <p>Project Length: 2019-2020 Estimated City Cost: \$ 247,000 City Share: 100% Funding Source: water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Vinton Rd. from Woodward to Fairlawn Avenue.</p>

<p><b><i>Woodsboro Dr. Water Main</i></b>  <b>CIP #: WM1919</b></p> <p><b>Project Length:</b> 2019-2020  <b>Estimated City Cost:</b> \$ 286,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Woodsboro Dr. from 350' W. of Fairlawn to Vinsetta Boulevard.</p>
<p><b><i>Yorba Linda Drive Water Main</i></b>  <b>CIP #: WM1920</b></p> <p><b>Project Length:</b> 2019-2020  <b>Estimated City Cost:</b> \$ 142,000  <b>City Share:</b> 100%  <b>Funding Source:</b> water &amp; sewer fund</p>	<p><b>Impact on the Operating Budget:</b> Improve water distribution for fire protection and domestic use.</p> <p><b>Description:</b> Installation of new 8" water main on Yorba Linda Drive from Dukeshire to Kensington Drive.</p>

## PARKS AND FACILITIES

<p><b><i>Parking Meters</i></b> CIP #: PL1101</p> <p><b>Project Length:</b> 2012 - 2020 <b>Estimated City Cost:</b> \$550,000 <b>City Share:</b> 100% <b>Funding Source:</b> parking fund / fees</p>	<p><b>Impact on the Operating Budget:</b> Lower costs for coin collection.</p> <p><b>Description:</b> Replacement of the city parking meters with improved meter technology, as they are aging and becoming obsolete. Technology will provide additional methods of payment which will provide improved service to the visitors.</p>
<p><b><i>Ice Arena Floor Matting Replacement Phase 2</i></b> CIP#: BD1301</p> <p><b>Project Length:</b> 2013-2015 <b>Estimated City Cost:</b> \$85,000 <b>City Share:</b> 100% <b>Funding Source:</b> ice arena fund / fees</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Replacement of matting in west arena locker rooms, east arena bleachers, lobby and restrooms.</p>
<p><b><i>Scoreboards Replacement</i></b> CIP#: BD1401</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$20,000 <b>City Share:</b> 100% <b>Funding Source:</b> ice arena fund / fees</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Replacement of scoreboard for John Lindell Ice Arena.</p>
<p><b><i>Dispatch System Fire Stations</i></b> CIP #: BD1501</p> <p><b>Project Length:</b> 2015-2016 <b>Estimated City Cost:</b> \$150,000 <b>City Share:</b> 100% <b>Funding Source:</b> public safety fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Replace the 50 year old dispatch system that is currently in use today. The current system is malfunctioning and the company is out of business. New dispatch system is the way of communicating from dispatch to the fire stations. Dispatch receives a 911 call and they then call the fire stations and alert them. It will not only have two way conversations it can print the location with detail, turn on lights, send information to the computers on the trucks along with many other options available.</p>
<p><b><i>Tennis Court Surfacing</i></b> CIP #: PR1301</p> <p><b>Project Length:</b> 2013-2017 <b>Estimated City Cost:</b> \$52,000 <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Extends life of tennis court structures in city.</p> <p><b>Description:</b> Planned resurfacing of tennis courts at Waterworks, Meininger, Dickinson Park.</p>

<p><b><i>Memorial Park ADA Accessibility</i></b> CIP #: PR1401</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$32,000 <b>City Share:</b> 100% <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> To complete ADA Accessibility walkway around the perimeter of ball diamonds to improve accessibility at all fields.</p>
<p><b><i>Athletic Field Mowing Deck</i></b> CIP #: PR1402</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$12,000 <b>Funding Source:</b> general fund</p>	<p><b>Impact on the Operating Budget:</b> Should reduce grass cutting time for athletic fields (\$1,400 annually).</p> <p><b>Description:</b> Purchase 15' mower deck to better maintain athletic fields during peak grass cutting season.</p>
<p><b><i>Park Signs</i></b> CIP #: PR1403</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$130,000 <b>Funding Source:</b> parks capital improvement fund / CDBG Fund</p>	<p><b>Impact on the Operating Budget:</b> Appearance reduces future maintenance</p> <p><b>Description:</b> Replace park signs within the block grant areas.</p>
<p><b><i>Park Pavilions</i></b> CIP #: PR1404</p> <p><b>Project Length:</b> 2014-2018 <b>Estimated City Cost:</b> \$300,000 <b>Funding Source:</b> general fund (rental fees)</p>	<p><b>Impact on the Operating Budget:</b> Rentals will generate future revenue of \$26,700 over the next 5 years.</p> <p><b>Description:</b> Provide rental pavilions for family and group gatherings at 4 highly used parks Kenwood, Memorial, Exchange, and Red Run</p>
<p><b><i>Realtor Park Upgrade of Equipment</i></b> CIP #: PR1405</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$40,000 <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Will reduce maintenance by \$300 annually.</p> <p><b>Description:</b> Upgrade of park equipment at Realtor Park.</p>
<p><b><i>Wendland Park</i></b> CIP #: PR1406</p> <p><b>Project Length:</b> 2014-2015 <b>Estimated City Cost:</b> \$45,000 <b>Funding Source:</b> parks capital improvement fund / CDBG Fund</p>	<p><b>Impact on the Operating Budget:</b> Reduces maintenance cost by \$300 annually.</p> <p><b>Description:</b> Renovation of Wendland Park play equipment.</p>



<p><b><i>Memorial Park Irrigation improvement</i></b>  <b>CIP #: PR1501</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$92,000  <b>City Share:</b> 100%  <b>Funding Source:</b> parks capital improvement fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Upgrade 30 year old irrigation system at primary ball diamond complex.</p>
<p><b><i>Worden Park Lighting</i></b>  <b>CIP #: PR1502</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$250,000  <b>Funding Source:</b> parks capital improvement fund / grant</p>	<p><b>Impact on the Operating Budget:</b> Will reduce spillage of light into surrounding neighborhood. Reduction in number of light poles would improve field use.</p> <p><b>Description:</b> Renovation of Wendland Park play equipment.</p>
<p><b><i>Memorial and Gunn Dyer Park</i></b>  <b>CIP #: PR1503</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$90,000  <b>Funding Source:</b> general fund (rental fees) / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Reduced maintenance cost \$300 per structure annually.</p> <p><b>Description:</b> Play equipment upgrades memorial + Gunn Dyer.</p>
<p><b><i>Skate Park Upgrades at Memorial Park</i></b>  <b>CIP #: PR1504</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$45,000  <b>Funding Source:</b> parks capital improvement fund, donations, sponsorships</p>	<p><b>Impact on the Operating Budget:</b> \$300 annually</p> <p><b>Description:</b> Updates to current Skate Park at Memorial Park.</p>
<p><b><i>Senior Center Deck Area Improvements</i></b>  <b>CIP #: PR1505</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$44,000  <b>Funding Source:</b> senior citizen fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Improve deck area at the senior center to enhance outdoor activity at the senior center.</p>

<p><b><i>Upton Park Soccer field</i></b>  <b>CIP #: PR1506</b></p> <p><b>Project Length:</b> 2015-2016  <b>Estimated City Cost:</b> \$13,000  <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Improve open grass area at Upton Park to contain a soccer field.</p>
<p><b><i>Mark Twain and Elks Parking Pavement</i></b>  <b>CIP #: PR1601</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$130,000  <b>City Share:</b> 100%  <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Reduced maintenance costs (\$500 annually).</p> <p><b>Description:</b> Pave two unimproved parking lots.</p>
<p><b><i>Memorial Park Parking Lot</i></b>  <b>CIP #: PR1602</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$125,000  <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Reduce maintenance costs due to ongoing maintenance.</p> <p><b>Description:</b> Repaving of parking lot last done late 1990's.</p>
<p><b><i>Memorial Public Announcing Booth</i></b>  <b>CIP #: PR1603</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$45,000  <b>Funding Source:</b> parks capital improvement fund</p>	<p><b>Impact on the Operating Budget:</b> Operating expenses increase \$600 annually due to ongoing maintenance.</p> <p><b>Description:</b> New public address booth for Memorial Park.</p>
<p><b><i>Fulton / Kenwood Play Equipment Upgrades</i></b>  <b>CIP #: PR1604</b></p> <p><b>Project Length:</b> 2016-2017  <b>Estimated City Cost:</b> \$90,000  <b>Funding Source:</b> parks capital improvement fund</p>	<p><b>Impact on the Operating Budget:</b> Operating costs decrease \$600 annually due to decreased maintenance costs.</p> <p><b>Description:</b> Upgrade of play equipment at Fulton &amp; Kenwood Park.</p>

<p><b><i>Splash Pad for Grant Park</i></b> CIP #: PR1605</p> <p><b>Project Length:</b> 2016-2017 <b>Estimated City Cost:</b> \$484,000 <b>Funding Source:</b> CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Additional manpower for maintenance, utility cost increase, and chemical for water treatment.</p> <p><b>Description:</b> 2500 sq. ft. splash pad to be installed in Grant Park.</p>
<p><b><i>Wagner Park Play Equipment</i></b> CIP #: PR1701</p> <p><b>Project Length:</b> 2017-2018 <b>Estimated City Cost:</b> \$45,000 <b>Funding Source:</b> CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> \$300 annually</p> <p><b>Description:</b> Upgrade of play equipment Wagner Park</p>
<p><b><i>Swimming Pool</i></b> CIP #: PR1801</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$4,000,000 <b>Funding Source:</b> general fund (rental fees)/CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Sanitizing, maintenance, and operation cost of \$150,000 annually.</p> <p><b>Description:</b> City swimming pool</p>
<p><b><i>Westwood &amp; Worden East Play Equipment</i></b> CIP #: PR1802</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$90,000 <b>Funding Source:</b> parks capital improvement fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> Annual maintenance will decrease by \$300 per structure.</p> <p><b>Description:</b> Update play equipment Westwood and Worden East Park. Worden East Park heavily used by city preschool program.</p>
<p><b><i>Whittier Park Parking</i></b> CIP #: PR1803</p> <p><b>Project Length:</b> 2018-2019 <b>Estimated City Cost:</b> \$75,000 <b>Funding Source:</b> parks capital improvement fund / parking fund / CDBG fund</p>	<p><b>Impact on the Operating Budget:</b> 5 to 10 years out will require pavement repair.</p> <p><b>Description:</b> Create parking at Whittier Park due to increase use of park.</p>

## INFORMATION TECHNOLOGY

<p><b><i>Computer Replacement Program</i></b> CIP #: IS1101</p> <p><b>Project Length:</b> 2013-2020  <b>Estimated City Cost:</b> \$280,000; \$40,000/yr  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / retained earnings</p>	<p><b>Impact on the Operating Budget:</b> Lower costs by improving personnel efficiency</p> <p><b>Description:</b> Scheduled replacement of desktop computers when they have reached the end of their useful service life. Useful service life is generally 5 years. Operating costs are anticipated to remain consistent for the proposed replacement, before more extensive service levels are required to keep older equipment operational. This computer replacement program is ongoing.</p>
<p><b><i>Office Software and Training Program</i></b> CIP #: IS1102</p> <p><b>Project Length:</b> 2013-2020  <b>Estimated City Cost:</b> \$156,000  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / retained earnings</p>	<p><b>Impact on the Operating Budget:</b> Improve personnel efficiency.</p> <p><b>Description:</b> New office software and training program to replace the Office 97 &amp; 2003 versions. A stop gap conversion program is used to open Office 2007 &amp; Office 2010 files from outside contacts and vendors. Uses of cloud based apps are also being reviewed as an additional application. This program is ongoing.</p>
<p><b><i>Server-Network-Cabling Infrastructure</i></b> CIP #: IS1103</p> <p><b>Project Length:</b> 2012-2019  <b>Estimated City Cost:</b> \$112,000  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / retained earnings</p>	<p><b>Impact on the Operating Budget:</b> 3 year warranty and service.</p> <p><b>Description:</b> Upgrade and replace key areas of the City's network, cabling, server hardware, and intrusion protection improvements when appropriate. This program is ongoing.</p>
<p><b><i>GIS Integration</i></b> CIP #: IS1301</p> <p><b>Project Length:</b> 2013-2020  <b>Estimated City Cost:</b> \$163,000  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / retained earnings</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Integrate Geographical Information Systems (GIS) applications and development into planning, fire, clerk, and engineering and various cross department solutions and Oakland County CAMS. This program is ongoing.</p>

<p><b><i>Mobile Workforce</i></b>  <b>CIP #: IS1401</b></p> <p><b>Project Length:</b> 2014-2020  <b>Estimated City Cost:</b> \$ 62,000  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / retained earnings</p>	<p><b>Impact on the Operating Budget:</b> Improve service delivery by increasing productivity</p> <p><b>Description:</b> This project would address the aging laptop computers for remote and mobile workforce equipment. Consideration and utilization of other electronic devices similar to PDA/smart phones and iPads can be addressed. Accessibility of wireless access</p>
<p><b><i>Police Video Recording System Upgrades</i></b>  <b>CIP #: IS1801</b></p> <p><b>Project Length:</b> 2018-2019  <b>Estimated City Cost:</b> \$25,000  <b>City Share:</b> 100%  <b>Funding Source:</b> IS fund / possible police grant</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> This project would address aging and ongoing disk storage requirements for the in-car video recording system server.</p>

## VEHICLES, EQUIPMENT, LARGE STUDIES, AND OTHERS

<p><b>20 Year Vehicle Plan</b>  <b>CIP #: VE1401</b></p> <p><b>Project Length:</b> 2015-2020  <b>Estimated City Cost:</b> \$8,871,000  <b>City Share:</b> 100%  <b>Funding Source:</b> motor pool fund / user charges</p>	<p><b>Impact on the Operating Budget:</b> Lower maintenance costs</p> <p><b>Description:</b> Vehicle replacement plan for fiscal years 2014-15 to 2019-20, Plan is modified due to operational review modified and year 2020 is being added to maintain six year period. Detailed schedules begin on the next page.</p>
<p><b>Fire Department ARA Safety Pro</b>  <b>CIP #: VE1402</b></p> <p><b>Project Length:</b> 2015  <b>Estimated City Cost:</b> \$54,000  <b>City Share:</b> 100%  <b>Funding Source:</b> general fund / public safety fund</p>	<p><b>Impact on the Operating Budget:</b> Potentially reduce personnel injury</p> <p><b>Description:</b> ARA Safety Pro is a device that is thrown to suppress a fire in a building. It uses condensed aerosol technology to prevent the fire from getting fuel, thus knocking down the flame and heat.</p>

<b>VEHICLE REPLACEMENT 2014-2015</b>			
			<b>ESTIMATED REPLACEMENT</b>
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>COSTS</b>
		<b>AUTO PARKING</b>	
686	04	Tennant Sweeper	\$ 39,600
		<b>ENGINEERING</b>	
631	03	GMC Savana	\$ 31,000
		<b>FIRE</b>	
909	96	GMC G-6 Van	\$ 36,800
		<b>HIGHWAY</b>	
234	03	GMC Sierra	\$ 34,240
261	09	GMC Sierra	\$ 31,780
250	03	Sterling L8513 - Single	\$ 173,600
253	01	Sterling L/LT9513 - Single	\$ 173,600
211	00	GMC/93 Leach Packer	\$ 130,000
		<b>MOTOR POOL</b>	
GM081	08	Toro Groundsmaster 328D	\$ 56,680
		<b>PARKS &amp; FORESTRY</b>	
742	97	GMC 3500HD	\$ 57,000
737	05	GMC Sierra	\$ 34,240
		<b>POLICE</b>	
840	03	Ford Taurus	\$ 30,500
851	05	Pontiac G6	\$ 30,500
841	08	GMC Envoy	\$ 32,700
801	10	Ford Crown Victoria	\$ 35,920
804	08	Ford Crown Victoria	\$ 35,920
805	10	Ford Crown Victoria	\$ 35,920
		<b>WATER MAINTENANCE</b>	
411	00	GMC Sierra	\$ 40,780
		<b>WATER SERVICE</b>	
141	00	GMC Sierra	\$ 27,500
		<b>Total</b>	<b>\$ 1,068,280</b>

<b>VEHICLE REPLACEMENT 2015-2016</b>			
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>ESTIMATED REPLACEMENT COSTS</b>
		<b>AUTO PARKING</b>	
635	04	GMC Sierra	\$ 34,240
		<b>ELECTRICAL</b>	
362	05	Ford F550 Aerial Truck	\$ 120,000
		<b>ENGINEERING</b>	
637	04	GMC Sierra	\$ 27,500
630	04	GMC Safari	\$ 31,000
		<b>FIRE</b>	
991	08	Freightliner Ambulance	\$ 212,960
907	09	Ford Escape	\$ 32,700
		<b>HIGHWAY</b>	
268	09	GMC Sierra	\$ 34,240
110	01	Jeep Cherokee	\$ 29,700
246	01	Sterling L8513 - Single	\$ 173,600
293	00	CAT 924G Loader	\$ 208,000
1264	01	Ingersoll Air Compressor	\$ 19,200
		<b>INSPECTION</b>	
182	00	Pontiac Grand Prix	\$ 27,500
181	09	Ford Escape	\$ 29,700
		<b>MOTOR POOL</b>	
682	98	Tennant Sweeper	\$ 39,600
GM071	07	Toro Groundsmaster 328D	\$ 56,680
		<b>PARKS &amp; FORESTRY</b>	
714	04	GMC Sierra	\$ 36,780
		<b>POLICE</b>	
854	05	Pontiac G6	\$ 30,500
860	08	GMC Envoy	\$ 32,700
802	09	Ford Crown Victoria	\$ 35,920
807	09	Ford Crown Victoria	\$ 35,920
813	09	Ford Crown Victoria	\$ 35,920
824	10	Ford Crown Victoria	\$ 35,920
826	10	Ford Crown Victoria	\$ 35,920
808	09	Ford Crown Victoria	\$ 35,920
		<b>SEWER</b>	
463	05	Sterling2115/Vactor	\$ 350,000
		<b>WATER SERVICE</b>	
431	04	GMC Savana	\$ 33,320
433	04	GMC Savana	\$ 31,000
		<b>Total</b>	<b>\$ 1,806,440</b>



<b>VEHICLE REPLACEMENT 2016-2017</b>			
			<b>ESTIMATED REPLACEMENT</b>
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>COSTS</b>
		<b>FIRE</b>	
908	09	Ford Escape	\$ 32,700
992	08	Freightliner Ambulance	\$ 212,960
		<b>HIGHWAY</b>	
202	10	GMC Sierra	\$ 30,240
251	01	Sterling L8513 - Single	\$ 173,600
285	07	Elgin Sweeper	\$ 180,000
1241	98	American Leaf Vacuum	\$ 40,260
		<b>INSPECTION</b>	
187	09	Ford Escape	\$ 29,700
		<b>MOTOR POOL</b>	
GM061	06	Toro Groundsmaster 345	\$ 56,680
		<b>ORDINANCE ENFORCEMENT</b>	
180	02	Pontiac Bonneville	\$ 27,500
		<b>PARK &amp; FORESTRY</b>	
715	04	GMC Sierra	\$ 36,780
718	05	GMC Sierra	\$ 36,780
730	03	GMC Savana	\$ 31,000
733	03	GMC Savana	\$ 31,000
762	01	Intl Forestry Truck	\$ 126,000
765	03	Sterling/Prentice Log Loader	\$ 186,000
		<b>POLICE</b>	
862	12	Ford Taurus	\$ 30,500
861	08	GMC Envoy	\$ 32,700
811	11	Ford Crown Victoria	\$ 35,920
815	10	Ford Crown Victoria	\$ 35,920
832	13	Ford Taurus	\$ 35,920
825	05	GMC Savana	\$ 38,800
		<b>SEWER</b>	
445	01	GMC Sierra	\$ 57,000
414	04	Ford F450	\$ 39,800
		<b>WATER MAINTENANCE</b>	
401	09	GMC Sierra	\$ 30,240
441	01	Sterling L/LT9513 - Tandem	\$ 115,200
465	99	GMC/Crane	\$ 136,500
1466	01	Ingersoll Air Compressor	\$ 19,200
		<b>Total</b>	<b>\$ 1,838,900</b>

<b>VEHICLE REPLACEMENT 2017-2018</b>			
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>ESTIMATED REPLACEMENT COSTS</b>
		<b>AUTO PARKING</b>	
636	00	GMC Safari	\$ 31,000
		<b>ENGINEERING</b>	
103	10	GMC Sierra	\$ 27,500
		<b>FIRE</b>	
993	08	Freightliner Ambulance	\$ 212,960
		<b>HIGHWAY</b>	
261	09	GMC Sierra	\$ 31,780
249	06	Sterling L8513 - Single	\$ 173,600
258	02	Sterling L/LT9513 - Tandem	\$ 198,400
286	08	Elgin Sweeper	\$ 180,000
1242	98	American Leaf Vacuum	\$ 40,260
		<b>MOTOR POOL</b>	
332	05	GMC Savana	\$ 33,320
GM051	05	Toro Groundsmaster 345	\$ 56,680
		<b>PARKS &amp; FORESTRY</b>	
713	02	GMC Sierra	\$ 34,240
716	00	GMC Sierra	\$ 36,780
717	00	GMC Sierra	\$ 36,780
719	05	GMC Sierra	\$ 36,780
1761	98	Brush Bandit Chipper	\$ 43,400
		<b>POLICE</b>	
858	12	Ford Taurus	\$ 30,500
814	10	Chevy Tahoe	\$ 37,700
806	13	Ford Taurus	\$ 35,920
809	09	Ford Crown Victoria	\$ 35,920
810	13	Ford Taurus	\$ 35,920
831	03	Chevy 3500 Van	\$ 38,800
		<b>SEWER</b>	
415	04	Ford F450	\$ 39,800
1467	01	Ingersoll Air Compressor	\$ 19,200
		<b>WATER MAINTENANCE</b>	
442	01	Sterling L/LT9513 - Tandem	\$ 115,200
		<b>Total</b>	<b>\$ 1,562,440</b>

<b>VEHICLE REPLACEMENT 2018-2019</b>			
			<b>ESTIMATED REPLACEMENT</b>
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>COSTS</b>
		<b>FIRE</b>	
905	04	Chevy Tahoe	\$ 32,700
906	04	Chevy Tahoe	\$ 32,700
9354	02	McCoy Miller Ambulance	\$ 212,960
		<b>HIGHWAY</b>	
232	03	GMC Sierra	\$ 34,240
257	08	Ford F450	\$ 67,260
254	03	Sterling L8513 - Single	\$ 173,600
259	10	Sterling LT9500 - Tandem	\$ 198,400
1243	98	American Leaf Vacuum	\$ 40,260
		<b>MOTOR POOL</b>	
663	96	GMC 3500HD	\$ 39,800
670	02	Yale Forklift	\$ 58,500
GM031	03	Toro Groundsmaster 345	\$ 56,680
		<b>PARKS &amp; FORESTRY</b>	
776	96	Ford 4630Ldr Tractor	\$ 39,600
1762	03	Brush Bandit Chipper	\$ 43,400
		<b>POLICE</b>	
859	13	Ford Explorer	\$ 32,700
819	13	BMW	\$ 26,400
820	13	BMW	\$ 26,400
821	13	BMW	\$ 26,400
822	13	BMW	\$ 26,400
816	13	Ford Explorer	\$ 35,700
818	10	Chev Tahoe	\$ 35,700
805	10	Ford Crown Victoria	\$ 35,920
823	13	Ford Taurus	\$ 35,920
8901	97	Ford Cutaway Van	\$ 36,800
		<b>SEWER</b>	
443	01	Sterling L8513 - Single	\$ 115,200
474	98	Ford TLB	\$ 124,150
		<b>WATER SERVICE</b>	
432	12	Ford Transit Connect	\$ 31,000
		<b>Total</b>	<b>\$ 1,618,790</b>

<b>VEHICLE REPLACEMENT 2019-2020</b>			
			<b>ESTIMATED REPLACEMENT</b>
<b>VEH #</b>	<b>YEAR</b>	<b>MAKE &amp; MODEL</b>	<b>COSTS</b>
		<b>ELECTRICAL</b>	
331	04	GMC Savana	\$ 33,320
		<b>FIRE</b>	
967	01	GMC Sierra	\$ 34,240
907	09	Ford Escape	\$ 32,700
		<b>HIGHWAY</b>	
247	09	Sterling L8500 - Single	\$ 173,600
267	02	GMC Sign Truck	\$ 126,000
1245	02	American Leaf Vacuum	\$ 40,260
1469	00	Magnum Cement Saw	\$ 18,600
		<b>ICE ARENA</b>	
791	05	Zamboni	\$ 130,000
		<b>PARKS &amp; FORESTRY</b>	
774	01	NH TN-65 Tractor	\$ 33,000
777	96	Ford 4630 Tractor	\$ 33,000
		<b>POLICE</b>	
843	13	Ford Edge	\$ 32,700
863	13	Ford Edge	\$ 32,700
817	13	Ford Explorer	\$ 35,700
828	10	Chevy Tahoe	\$ 35,700
801	10	Ford Crown Victoria	\$ 35,920
804	08	Ford Crown Victoria	\$ 35,920
		<b>MOTOR POOL</b>	
GM021	02	Toro Groundsmaster 345	\$ 56,680
		<b>SEWER</b>	
413	09	GMC Savana	\$ 33,320
		<b>WATER MAINTENANCE</b>	
1460	97	Ingersoll Light Tower	\$ 19,800
		<b>Total</b>	<b>\$ 973,160</b>

## PROJECTS UNDER REVIEW

**Projects Under Review** are projects that may be deemed as worthy and viable; however they are not included as part of the active 2015-2020 Capital Improvement Plan as additional research or review is ongoing. Projects under review may require additional information, studies or city commission policies to be in place before more accurate timelines and/or funding levels can be identified. It is possible that projects under review may not fall under the city's jurisdiction and will require other agencies to move the project forward; while some projects may not fall within the 2015-2020 timeframe.

<p><b><i>Department Consolidation Plan, Renovation to City Hall</i></b> CIP #: BD1401</p> <p><b>Project Length:</b> N/A <b>Estimated City Cost:</b> \$1,000,000 <b>City Share:</b> 100% <b>Funding Source:</b> general fund / state construction code</p>	<p><b>Impact on the Operating Budget:</b> Improve service delivery</p> <p><b>Description:</b> Renovate city hall to strategically locate the building, code, planning and engineering departments in an effort to provide improved service delivery.</p>
<p><b><i>Water Meter Replacement &amp; Radio Read System</i></b> CIP #: WM1501</p> <p><b>Project Length:</b> N/A <b>Estimated City Cost:</b> \$7,000,000 <b>City Share:</b> 100% <b>Funding Source:</b> water &amp; sewer fund / rates</p>	<p><b>Impact on the Operating Budget:</b> Lower system maintenance costs.</p> <p><b>Description:</b> Improve water meter reading functionality by replacing the existing water meters with new water meters for standardization along with the install of electronic read system. Meters to coordinate with utility billing software and water meter handhelds. Operating costs are anticipated to decrease. Installation would begin in 2015.</p>
<p><b><i>Fire Station #1 &amp; #2 Construction/ Strategic Relocation</i></b> CIP #: BD1701</p> <p><b>Project Length:</b> N/A <b>Estimated City Cost:</b> \$12,000,000 <b>City Share:</b> 100% <b>Funding Source:</b> general fund / bond</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> Strategically relocate the fire stations. Position one fire station near Gardenia &amp; Main and the other station near 13 Mile Road &amp; Crooks. Eliminating the three current stations.</p>
<p><b><i>City Hall Building</i></b></p> <p><b>Project Length:</b> N/A <b>City Share:</b> 100% <b>Funding Source:</b> unknown</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> New city hall building.</p>

<p><b><i>Police Department Building</i></b></p> <p><b><i>Project Length:</i></b> N/A  <b><i>Estimated City Cost:</i></b> N/A  <b><i>City Share:</i></b> 100%  <b>Funding Source:</b> public safety fund</p>	<p><b>Impact on the Operating Budget:</b></p> <p><b>Description:</b> New police department building.</p>
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## **ENTERPRISE FUNDS**

Enterprise funds are established to finance and account for the acquisition, operation and maintenance of governmental facilities and services that are entirely or predominantly self-supporting by user charges; or where the governing body has decided periodic determination of revenue earned, expenses incurred and/or net income is appropriate.

Arts, Beats, and Eats Fund – 506

Farmers Market Fund- 551

Recreation Fund- 508

Water & Sewer Funds – 592

Auto Parking Fund - 516

Ice Arena Fund – 598

***The purpose of the Art Beats & Eats cost center is to account for the city's personnel, contracted and supply costs of the festival. Personnel costs consist of police, fire and DPS employees.***

For the first time, Arts, Beats & Eats was held in downtown Royal Oak over the Labor Day

Weekend, September 3-6, 2010. The event was formerly held in downtown Pontiac.

Over one-quarter of a million visitors are expected to enjoy the 150 musical acts, 150 fine artists, and nearly 50 restaurants at this 13th annual event.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

For reporting purposes, the AB&E parking permit zone cost center expenses have been moved back to the general fund. Any revenue generated by the parking permit zone has historically been recorded in the general fund and will continue to be recorded in the general fund.

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	50,000	50,000	50,000	49,920	49,760	49,520
Revenues and transfers from other funds	371,600	432,450	432,450	432,450	432,450	432,450
Expenditures and transfers to other funds	371,600	432,450	432,530	432,610	432,690	432,770
Net Change in Net Assets	0	0	(80)	(160)	(240)	(320)
Ending Unrestricted Net Assets	50,000	50,000	49,920	49,760	49,520	49,200



## Revenues

<b>506.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	0	0	0
2011-2012 Actual	0	0	386,450	0	0	0	386,450
2012-2013 Actual	0	0	443,870	0	19,400	0	463,270
2013-2014 Original Budget	0	0	417,200	0	15,000	0	432,200
2013-2014 Adjusted Budget (Dec)	0	0	417,200	0	15,000	0	432,200
2013-2014 Six Month Actual	0	0	343,290	0	0	0	343,290
2013-2014 Estimated Year End	0	0	360,460	0	11,140	0	371,600
2014-2015 Dept Request	0	0	417,450	0	15,000	0	432,450
2014-2015 Manager's Budget	0	0	417,450	0	15,000	0	432,450
2014-2015 Approved Budget	0	0	417,450	0	15,000	0	432,450
2015-2016 Projected Budget	0	0	417,450	0	15,000	0	432,450
2016-2017 Projected Budget	0	0	417,450	0	15,000	0	432,450
2017-2018 Projected Budget	0	0	417,450	0	15,000	0	432,450
2018-2019 Projected Budget	0	0	417,450	0	15,000	0	432,450

## Expenditures

<b>506.837 ARTS, BEATS, &amp; EATS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	0	0
2011-2012 Actual	111,120	112,800	0	162,300	0	386,220
2012-2013 Actual	107,810	193,170	0	112,490	0	413,470
2013-2014 Original Budget	109,610	165,760	0	156,800	0	432,170
2013-2014 Adjusted Budget (Dec)	109,610	165,760	0	156,800	0	432,170
2013-2014 Six Month Actual	124,660	20,690	0	73,520	0	218,870
2013-2014 Estimated Year End	82,480	217,600	0	71,520	0	371,600
2014-2015 Dept Request	88,760	193,690	0	150,000	0	432,450
2014-2015 Manager's Budget	88,760	193,690	0	150,000	0	432,450
2014-2015 Approved Budget	88,760	193,690	0	150,000	0	432,450
2015-2016 Projected Budget	88,800	193,730	0	150,000	0	432,530
2016-2017 Projected Budget	88,840	193,770	0	150,000	0	432,610
2017-2018 Projected Budget	88,880	193,810	0	150,000	0	432,690
2018-2019 Projected Budget	88,920	193,850	0	150,000	0	432,770

***The mission of the recreation department is to provide residents a variety of year-round recreation opportunities that are responsive to their needs, are enjoyable to their families and contribute to their physical and mental well-being.***

The department is challenged to provide excellent leisure programs that stimulate the bodies and minds of the city residents and business persons of all ages, including toddlers, youth, adults, and seniors.

The recreation staff is responsible for marketing, registration, equipment, supplies, facilities, budget and evaluation. All other staffing is part-time and/or contract personnel.

Programs are operated in the city's two community centers and throughout our fifty parks and playgrounds. Separately, the ice arena and senior citizen services programs are two companion activities that operate from their own individual funds.

Working with every department, the superintendent also produces the city's quarterly newsletter "The Insight"

The School District of the City of Royal Oak and the City of Royal Oak joined in the creation of a parks and recreation department in accordance with the provisions of Section 3 of Act 156, Public Acts for 1917.

Recreation is guided with the assistance of the parks and recreation advisory board, to formulate an annual recreation program. The department of recreation and public service sponsor games, contests, exhibitions and other recreational events, and charges admission to any such events when deemed necessary and advisable in order to defray the expenses of the recreational program. In connection with all such events, the department rents concessions for the accommodation of patrons of such events.

The major responsibility of recreation is to offer a variety of leisure programs for toddlers, youth, adults, and seniors. The superintendent of recreation is the liaison between the city and school district for the implementation of the in-kind service agreement as it relates to recreational facility usage.

Infant and Toddlers: Our Four Seasons Preschool is a state licensed preschool program; children participate in a 33-week curriculum at the Senior Community Center. (57 participants)

Youth Sports and Enrichment: Children can sign up for a 30 week dance program, sport camps, t-ball, golf, basketball, soccer and tennis. (1015 participants)

Summer Day Camp: A nine week, fifty hour camp. Children participate in sports, arts and crafts, swimming, special events and field trips. The camp will be held at Royal Oak High School. (450 participants)

Adult Sports Leagues/Programs: Softball 96 teams, women's soccer 10 teams, basketball 9 teams, volleyball 36 teams. Pickle ball 550 and Tennis 105 (est. 2845 participants)

Adult Enrichment: Programs include tai-chi, yoga, ballroom dance, and knitting. (est. 345 participants)

Adult Fitness: Classes include aerobics, kickboxing, Pilates, abs, glutes, and thighs. (1152 participants)

Cultural Events: The 4<sup>th</sup> Annual Royal Oak Art Fair will be held July 12<sup>th</sup> and 13<sup>th</sup> at Memorial Park. One hundred artists from all over the United States participate in this annual event.

In 2013, the recreation department implemented a new on-line registration program to allow residents to sign up for recreation classes anytime of the day or night. The department has also begun a new Adopt-A-Park program that offer a private-public partnership with residents, community organizations, and businesses. The goal is to improve our parks system through beautification projects and donation for trees, benches and park supplies. NEW for 2014 PARK IT – The popular hit film; The LEGO Movie will be playing under the stars at Memorial Park on Tuesday August 26, 2014. All residents and their friends are invited for a FREE family night of entertainment, ice cream, music and much more.

The recreation department works with community youth athletic organizations to coordinate hundreds of games, practices and the maintenance schedules for all soccer fields (14 fields spring and fall), baseball (20), softball (12), and a football field. Coordinates all pavilion rentals at VFW and Starr/J.C. parks. (2013 = 223)

The recreation department oversees the contracts and works with the staff of the following recreational entities in the City of Royal Oak: Royal Oak and Normandy Oaks Golf Courses, Royal Oak Golf Center, the Grand Slam Batting Training Center, The Lindell Ice Arena and Total Soccer.

GOALS

- 1. Enhance the quality of life for residents by offering desirable leisure and social activities.
- 2. Make the execution of the parks & recreation master plan a top priority.

OBJECTIVES

- Identify community recreational needs through surveys and regional meetings.<sup>GOAL1</sup>
- Investigate the feasibility and potential features of a downtown park utilizing city land, including city hall parking lots.<sup>GOAL1</sup>
- Investigate alternative funding sources, sponsorships and donations from federal, state and community organizations to update parks.<sup>GOAL1</sup>
- Identify a sustainable revenue source for parks and recreation improvements and maintenance.<sup>GOAL1</sup>
- Partner with volunteers to offer additional recreation opportunities that might not have existed prior.<sup>GOAL1</sup>
- Investigate the opportunities to partner with other recreation departments to maximize opportunities.<sup>GOAL2</sup>
- Generate advertising revenue for INSIGHT to offset the expenses of production and distribution.<sup>GOAL2</sup>
- Explore the sale of city owned property, potentially including underutilized parks, and dedicate proceeds to the Park Improvement Plan.<sup>GOAL2</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY10-11</u>	<u>Actual FY11-12</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
<b>GOAL<sup>1</sup> Participants</b>						
Preschool – Senior Center	57	57	n/a	57	57	57
Youth Sports & Enrichment	960	960	n/a	960	960	960
Summer Day Camp	450	450	n/a	460	470	470
Adult Sports Leagues	2,645	2,645	n/a	2,645	2,645	2,845
Adult Enrichment	395	395	n/a	395	395	395
Adult Fitness	1,152	1,152	n/a	1,152	1,152	1,152
Cultural Events - Artists	102	103	n/a	105	110	105
<b>GOAL<sup>1</sup> Adult Sports League Teams</b>						
Softball	96	96	n/a	96	96	96
Soccer - Women	10	10	n/a	10	10	10
Basketball	8	9	n/a	9	9	9
Volleyball	36	36	n/a	36	36	36
Pickle Ball registrations	3,000	3,200		3,300	3,500	3,700
<b>GOAL<sup>2</sup> Venues Scheduled</b>						
Soccer Fields (spring & fall)	14	14	n/a	14	14	14
Baseball Fields	20	20	n/a	20	20	20
Softball Fields	12	12	n/a	12	12	12
Football Fields	3	1	n/a	1	1	1
<b>GOAL<sup>2</sup> Indoor Rentals (in hours)</b>						
Indoor Rentals (in hours)	725	725	n/a	750	750	750
Outdoor Field Rentals	335	335	n/a	335	335	335
Pavilion Rentals – VFW and Starr/JC parks	141	202	n/a	210	211	223

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Revenue is budgeted slightly higher for fiscal 14-15 mostly due to anticipated increases in day camp revenue as an increased amount of campers have been signing up for the “aftercare” program. Expenses are budgeted to increase mostly due to charging the full OPEB ARC.

## Budget Summary

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Unrestricted Net Assets	82,866	197,046	206,866	208,856	202,676	187,976
Revenues and transfers from other funds	658,040	666,090	666,090	666,090	666,090	666,090
Expenditures and transfers to other funds	631,860	656,270	664,100	672,270	680,790	689,680
Net Change in Net Assets	26,180	9,820	1,990	(6,180)	(14,700)	(23,590)
Ending Unrestricted Net Assets	197,046	206,866	208,856	202,676	187,976	164,386

## Revenues

<b>508.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	641,560	0	0	0	641,560
2011-2012 Actual	0	0	601,620	0	0	0	601,620
2012-2013 Actual	0	0	646,320	440	0	0	646,760
2013-2014 Original Budget	0	0	670,160	0	0	0	670,160
2013-2014 Adjusted Budget (Dec)	0	0	670,160	0	0	0	670,160
2013-2014 Six Month Actual	0	0	230,440	50	0	0	230,490
2013-2014 Estimated Year End	0	0	657,940	60	0	0	658,000
2014-2015 Dept Request	0	0	666,090	0	0	0	666,090
2014-2015 Manager's Budget	0	0	666,090	0	0	0	666,090
2014-2015 Approved Budget	0	0	666,090	0	0	0	666,090
2015-2016 Projected Budget	0	0	666,090	0	0	0	666,090
2016-2017 Projected Budget	0	0	666,090	0	0	0	666,090
2017-2018 Projected Budget	0	0	666,090	0	0	0	666,090
2018-2019 Projected Budget	0	0	666,090	0	0	0	666,090

## Expenditures

<b>508.751 RECREATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	228,480	20,460	0	298,520	0	547,460
2011-2012 Actual	306,000	24,400	0	309,890	0	640,290
2012-2013 Actual	315,520	19,170	0	260,150	0	594,840
2013-2014 Original Budget	259,680	20,770	0	260,620	0	541,070
2013-2014 Adjusted Budget (Dec)	259,680	20,770	0	260,620	0	541,070
2013-2014 Six Month Actual	136,740	13,070	0	124,230	0	274,040
2013-2014 Estimated Year End	267,370	20,790	0	255,700	0	543,860
2014-2015 Dept Request	291,580	21,100	0	255,590	0	568,270
2014-2015 Manager's Budget	291,580	21,100	0	255,590	0	568,270
2014-2015 Approved Budget	291,580	21,100	0	255,590	0	568,270
2015-2016 Projected Budget	299,050	21,100	0	255,950	0	576,100
2016-2017 Projected Budget	306,850	21,100	0	256,320	0	584,270
2017-2018 Projected Budget	314,990	21,100	0	256,700	0	592,790
2018-2019 Projected Budget	323,480	21,100	0	257,100	0	601,680

508.752 SALTER COMMUNITY CENTER	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	360	460	0	108,410	0	109,230
2011-2012 Actual	0	0	0	92,530	0	92,530
2012-2013 Actual	0	0	0	87,900	0	87,900
2013-2014 Original Budget	0	0	0	88,000	0	88,000
2013-2014 Adjusted Budget (Dec)	0	0	0	88,000	0	88,000
2013-2014 Six Month Actual	0	0	0	39,220	0	39,220
2013-2014 Estimated Year End	0	0	0	88,000	0	88,000
2014-2015 Dept Request	0	0	0	88,000	0	88,000
2014-2015 Manager's Budget	0	0	0	88,000	0	88,000
2014-2015 Approved Budget	0	0	0	88,000	0	88,000
2015-2016 Projected Budget	0	0	0	88,000	0	88,000
2016-2017 Projected Budget	0	0	0	88,000	0	88,000
2017-2018 Projected Budget	0	0	0	88,000	0	88,000
2018-2019 Projected Budget	0	0	0	88,000	0	88,000

### Cost Center Position Detail - Home Base

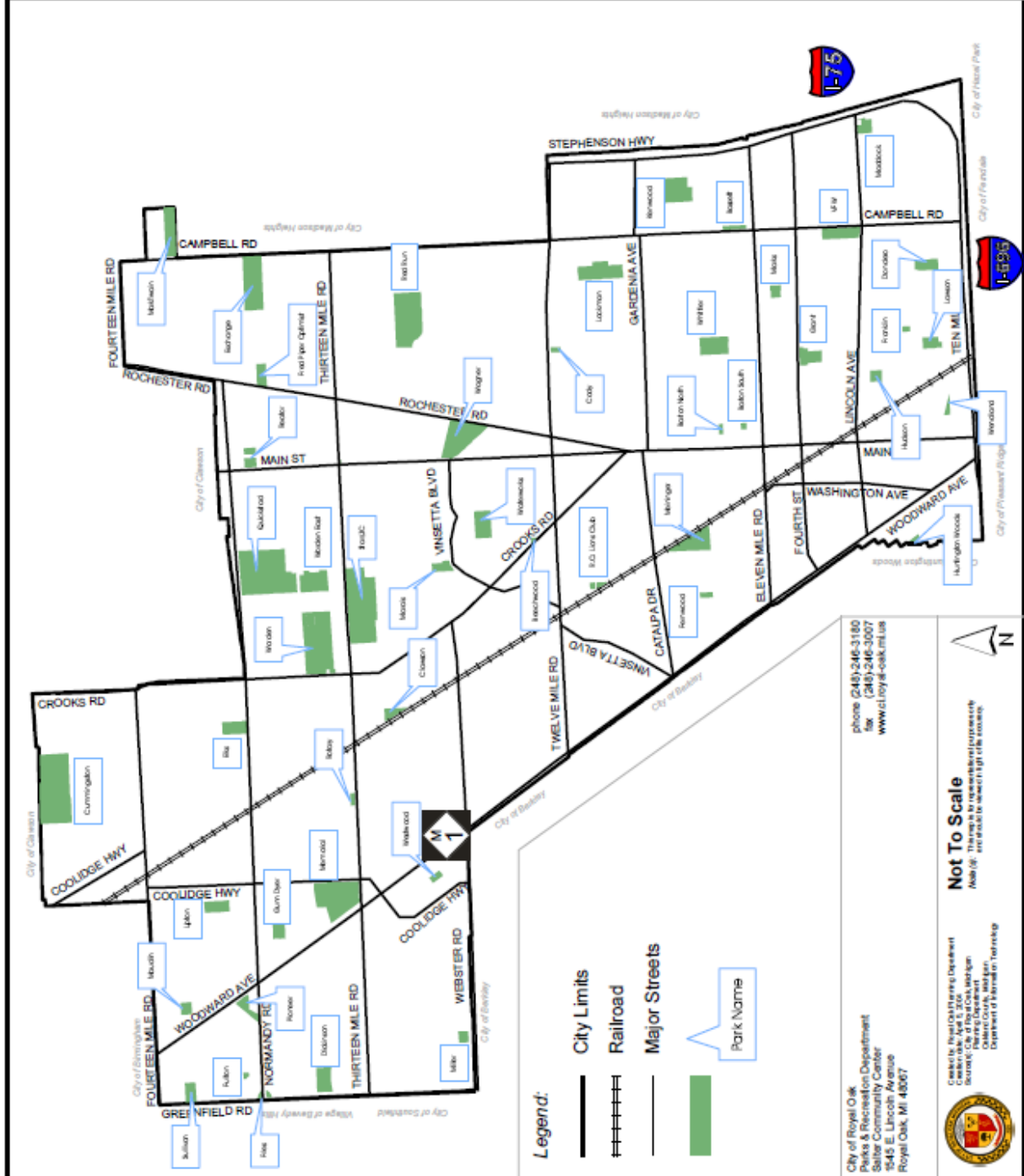
Full & Part-time Employees

Recreation		Fiscal Year							
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b>Full-Time Positions</b>									
Director of Rec & Public Srv	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Superintendent - Recreation	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
CS III - Recreation	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Recreation - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Full-time Total	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available				2.2	2.2	n/a	n/a	n/a
Cost Center Total	2.0	2.0	2.0	2.0	4.2	4.2	2.0	2.0	2.0

# Municipal Parks Map

w/ Major Streets

City of Royal Oak, Michigan



***The mission of the auto parking fund is to provide ample auto parking opportunity in the business and entertainment areas to support the demands.***

The auto parking system builds and maintains the on and off street paid parking throughout the business area of the city, primarily in the central business district. The system's goal is to provide ample auto parking to encourage development. Parking must be easily accessible to our wide range of commercial establishments like offices, retail business, restaurants and entertainment venues from morning to night. This enterprise fund charges parking fees in order to be self-supporting.

The city commission decides rates and the number of parking spots to allow based on

recommendations from the Downtown Development Authority. There are approximately 3500 spaces managed overall: 750 on street and 2,750 off street. The city recently hired a private contractor to operate the parking garages in an effort to improve service and reduce costs.

Parking rates were increased in late 2007 and multi-rate meters were installed. Spaces are metered on the street and in lots, and metered or attended in parking decks. Drivers are able to pay rates based on time spent or purchase monthly permits from the treasurer.

Operations have two divisions: parking operations and enforcement.

#### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The 225 S. Troy Street lease revenue and expenses are budgeted at zero, due to the demolition of the building in fiscal year 2013-14. Farmer's market lot revenue is budgeted to increase due to the increased space from the building demolition and the installation of parking meters.

## **Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	5,602,409	5,183,559	4,612,579	3,824,027	3,172,335	2,658,060
Revenues and transfers from other funds	4,000,400	3,949,270	3,703,090	3,703,090	3,703,090	3,703,090
Expenditures and transfers to other funds	4,419,250	4,520,250	4,491,642	4,354,782	4,217,365	4,149,428
Net Change in Net Assets	(418,850)	(570,980)	(788,552)	(651,692)	(514,275)	(446,338)
Ending Unrestricted Net Assets	5,183,559	4,612,579	3,824,027	3,172,335	2,658,060	2,211,722



## Revenues

<b>516.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	3,030,120	0	123,280	613,290	3,766,690
2011-2012 Actual	0	0	3,478,350	3,150	115,570	496,460	4,093,530
2012-2013 Actual	0	0	3,377,440	2,900	132,710	500,860	4,013,910
2013-2014 Original Budget	0	0	3,305,500	2,600	39,600	494,130	3,841,830
2013-2014 Adjusted Budget (Dec)	0	0	3,305,500	2,600	39,600	494,130	3,841,830
2013-2014 Six Month Actual	0	0	1,621,270	2,800	30,450	104,560	1,759,080
2013-2014 Estimated Year End	0	0	3,457,100	3,800	45,370	494,130	4,000,400
2014-2015 Dept Request	0	0	3,418,100	3,800	35,000	492,370	3,949,270
2014-2015 Manager's Budget	0	0	3,418,100	3,800	35,000	492,370	3,949,270
2014-2015 Approved Budget	0	0	3,418,100	3,800	35,000	492,370	3,949,270
2015-2016 Projected Budget	0	0	3,418,100	3,800	35,000	246,190	3,703,090
2016-2017 Projected Budget	0	0	3,418,100	3,800	35,000	246,190	3,703,090
2017-2018 Projected Budget	0	0	3,418,100	3,800	35,000	246,190	3,703,090
2018-2019 Projected Budget	0	0	3,418,100	3,800	35,000	246,190	3,703,090

***The mission of the parking enforcement division is to encourage auto parking opportunity in the central business district by enforcing parking regulations.***

In the parking fund, the police department budgets \$195,880 for its parking enforcement

division of twelve parking enforcement officers. These employees write tickets for expired meters and other parking violations.

In the general fund, the district court adjudicates the violations and collects the fines.

## GOALS

1. Encourage compliance with all parking regulations.

## OBJECTIVES

- To continue to enforce parking regulations.<sup>GOAL1</sup>

## Performance Indicators / Outcome Measures

	Actual 2011	Actual 2012	Dec 31 2013	Projected 2014	Projected 2015	Projected 2016
Violations Issued	97,391	93,661	96,385	97,000	97,000	97,000

Note: Performance indicators are reported on a calendar year basis as opposed to a fiscal year

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel is budgeted to increase due to the recent increase in hourly rate for the part-time parking enforcement staff, and the addition of a portion of a full-time supervisor, formerly paid out of the police cost center.

## Budget Summary

### Expenditures

516.316 PARKING ENFORCEMENT	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	137,740	11,060	0	28,160	0	176,960
2011-2012 Actual	134,030	9,460	0	23,020	0	166,510
2012-2013 Actual	134,080	10,270	0	31,120	0	175,470
2013-2014 Original Budget	134,850	8,820	0	52,000	0	195,670
2013-2014 Adjusted Budget (Dec)	134,850	8,820	0	52,000	0	195,670
2013-2014 Six Month Actual	64,800	4,110	0	9,060	0	77,970
2013-2014 Estimated Year End	134,020	8,820	0	44,000	0	186,840
2014-2015 Dept Request	205,960	11,000	0	53,290	0	270,250
2014-2015 Manager's Budget	205,960	11,000	0	53,290	0	270,250
2014-2015 Approved Budget	205,960	11,000	0	53,290	0	270,250
2015-2016 Projected Budget	205,960	11,000	0	53,690	0	270,650
2016-2017 Projected Budget	205,960	11,000	0	54,100	0	271,060
2017-2018 Projected Budget	205,960	11,000	0	54,520	0	271,480
2018-2019 Projected Budget	205,960	11,000	0	54,960	0	271,920

## Cost Center Position Detail- Home Base

Full & Part-time Employees

Parking Enforcement		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				5.8	5.8	n/a	n/a	n/a
Part-Time Total		0.0	0.0	0.0	0.0	5.8	5.8	0.0	0.0	0.0

*The mission of the parking operation cost center is to create and maintain auto parking spaces and meters and to collect the fees paid.*

The department of public services (DPS) parking division builds and maintains all spaces and collects parking fees. DPS employs three full-time staff and various part-time staff. A parking contractor operates the three parking decks.

**GOALS**

- 1. To insure that all meters are properly operating.
- 2. To promote the use of parking garages.
- 3. To integrate new parking technology where it makes business sense

**OBJECTIVES**

- Repair meters in timely fashion.<sup>GOAL1</sup>
- Work with contractor to improve parking garage marketing.<sup>GOAL2</sup>
- Implement new technology.<sup>GOAL3</sup>
- Investigate the feasibility and potential features of a downtown park utilizing city land including city hall parking lots.<sup>GOAL3</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The conversion of meters continues with Williams Street and 11 Mile and 2<sup>nd</sup> Street scheduled for fiscal year 14-15. Troy St. operating expenses are eliminated due to the demolition of the office building. Development of the parking lot in place of the building is expected the summer of 2014. Miscellaneous contracted services for parking management is expected to decrease significantly based on recent year's actual expenses. In accordance with the net non-capital asset policy, this fund will transfer \$1,000,000 to the general fund. The capital projects will be funded with cash on hand as opposed to issuing bonds.

The following capital improvement projects for auto parking operation for fiscal year 14-15 are as follows:

- |  |           |
|--|-----------|
| • Parking meters                               | \$100,000 |
| • Troy St. Parking Lot development (yr 2 of 2) | \$362,000 |

## Budget Summary

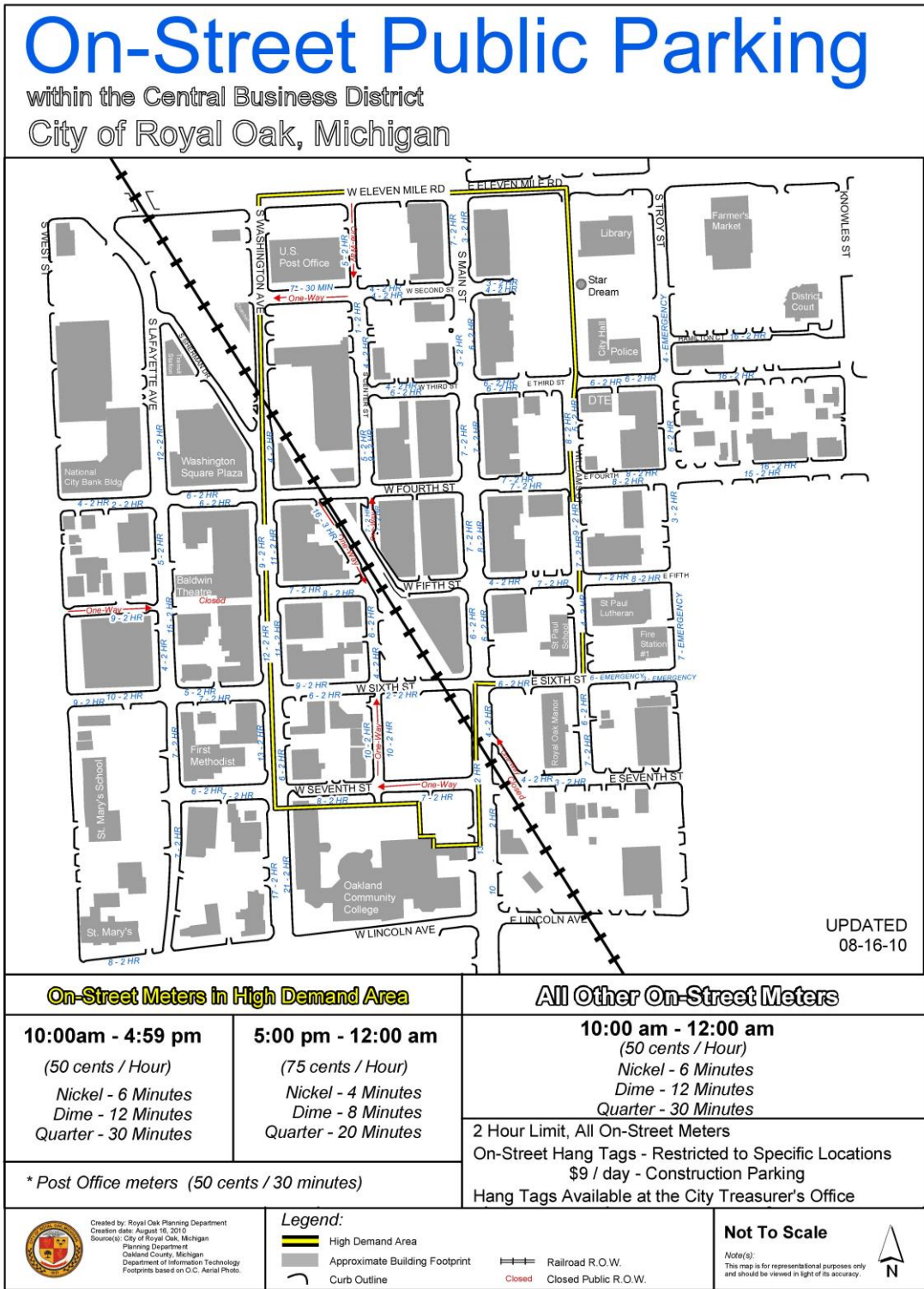
### Expenditures

516.570 AUTO PARKING	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	709,980	35,340	0	2,520,510	995,990	4,261,820
2011-2012 Actual	670,360	40,480	0	2,438,600	1,020,090	4,169,530
2012-2013 Actual	683,010	58,180	0	1,236,840	1,028,530	3,006,560
2013-2014 Original Budget	558,330	60,910	665,000	2,243,350	1,052,890	4,580,480
2013-2014 Adjusted Budget (Dec)	558,330	60,910	665,000	2,243,350	1,052,890	4,580,480
2013-2014 Six Month Actual	264,170	30,330	0	458,350	420,440	1,173,290
2013-2014 Estimated Year End	600,960	62,550	303,500	2,228,880	1,036,520	4,232,410
2014-2015 Dept Request	636,500	62,880	462,000	2,047,360	1,041,260	4,250,000
2014-2015 Manager's Budget	636,500	62,880	462,000	2,047,360	1,041,260	4,250,000
2014-2015 Approved Budget	636,500	62,880	462,000	2,047,360	1,041,260	4,250,000
2015-2016 Projected Budget	659,040	62,880	462,000	1,998,680	1,038,392	4,220,992
2016-2017 Projected Budget	682,560	62,880	462,000	1,850,040	1,026,242	4,083,722
2017-2018 Projected Budget	707,110	62,880	412,000	1,751,440	1,012,455	3,945,885
2018-2019 Projected Budget	732,740	62,880	412,000	1,672,880	997,008	3,877,508

## Cost Center Position Detail - Home Base

Full & Part-time Employees

Auto Parking		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Traffic Service Supervisor		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Parking Meter Technician		2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Full-time Total		3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.7	0.7	n/a	n/a	n/a
Cost Center Total		3.0	3.0	3.0	3.0	3.7	3.7	3.0	3.0	3.0







***The mission of the Royal Oak Farmers Market is to provide an excellent and economical facility providing a profitable place to attract local merchants, shoppers, public and private rental events and showcase the Royal Oak downtown.***

The Royal Oak Farmers Market sells locally grown produce and wares in a family oriented venue. The farmers market is located in the Civic Center at the corner of 11 Mile Road and Troy Street, across from the library and adjacent to the 44th District Court.

The farmers market is one of southeast Michigan's premium farm market venues. Farm producers sell on Friday during the farm season (May through Christmas) and Saturday all year around. During growing season farmers are only allowed to sell what they grow.

Residents of the City of Royal Oak and surrounding communities are attracted downtown to a first class venue with ample parking. Beside its well-rounded farmers market, offering the best of the state's harvest, the building hosts a weekly, highly rated, long running antiques and collectibles show.

The enclosed building provides a great gathering place, in any weather conditions, for large group events such as the Memorial Day pancake breakfast and the city's holiday tree lighting ceremony.

Designed to make a profit, the market uses an enterprise fund with one cost center named market operations. Funds necessary to operate the farmers market are derived solely from revenues collected. Operation of the market does not put any burden on the general fund.

The farmers market is run by a contracted market manager company, under direction of the director of recreation and public services.

Its operating costs include limited DPS personnel cost, depreciation for the building and equipment, advertising, general administration, utilities, supplies, repairs and maintenance.

Greater rental availability has begun to generate additional funds that allow continued updates to the building. A concessionaire leases the remodeled kitchen, eliminating the concession cost center.

## GOALS

1. Provide an exciting center piece for local economic activity.
2. Fully integrate with city planning to create a facility reflecting the needs and interests of the community.
3. Support community based events

## OBJECTIVES

- Increase events & activities which draw patronage of current users and expand to new users.<sup>GOAL1</sup>
- Continue to address the long term improvements for the market.<sup>GOAL2</sup>
- Expand rental opportunities.<sup>GOAL3</sup>
- Increase farmers market rental revenue by keeping the tent deployed in the northwest parking lot all summer.<sup>GOAL3</sup>



**GOALS****OBJECTIVES**

- Retire the permanent booths at the farmers market to increase rental revenue, deal with rental demand and make the space more friendly to special events.<sup>GOAL3</sup>
- Review rental revenue.<sup>GOAL3</sup>

**Performance Indicators / Outcome Measures**

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY14-15</u>
<sup>GOAL1</sup> Customer Attendance Rate Saturday and Sunday Combined	2,500	3,500	2,500	5,000	6,000	6,000
<sup>GOAL1</sup> Facility Rentals	28	48	26	60	80	90
<sup>GOAL</sup> Average Vendor Occupancy Rate Saturday Farm Market	70%	95%	95%	95%	95%	95%
Average Sunday Antique Market	70%	95%	95%	95%	95%	95%

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Revenues from facility rentals, daily/weekly rentals, and special events are budgeted to increase while federal grants decline slightly. Permanent stall lease cost will increase to \$7,300 from \$5,500. Contracted worker services are budgeted to increase \$26,000 relative to 13-14 projected budget based on initial estimates related to a new market manager contract (includes paying contract incentives).

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	411,649	385,249	386,289	386,709	386,479	385,589
Revenues and transfers from other funds	445,460	456,700	456,700	456,700	456,700	456,700
Expenditures and transfers to other funds	471,860	455,660	456,280	456,930	457,590	458,270
Net Change in Net Assets	(26,400)	1,040	420	(230)	(890)	(1,570)
Ending Unrestricted Net Assets	385,249	386,289	386,709	386,479	385,589	384,019

## Revenues

551.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	374,580	170	17,350	280	392,380
2011-2012 Actual	0	0	377,490	640	7,290	0	385,420
2012-2013 Actual	0	0	400,930	1,740	4,370	0	407,040
2013-2014 Original Budget	0	0	412,500	1,500	3,000	25,700	442,700
2013-2014 Adjusted Budget (Dec)	0	0	412,500	1,500	3,000	25,700	442,700
2013-2014 Six Month Actual	0	0	290,520	260	1,460	0	292,240
2013-2014 Estimated Year End	0	0	441,510	950	3,000	0	445,460
2014-2015 Dept Request	0	0	452,500	1,200	3,000	0	456,700
2014-2015 Manager's Budget	0	0	452,500	1,200	3,000	0	456,700
2014-2015 Approved Budget	0	0	452,500	1,200	3,000	0	456,700
2015-2016 Projected Budget	0	0	452,500	1,200	3,000	0	456,700
2016-2017 Projected Budget	0	0	452,500	1,200	3,000	0	456,700
2017-2018 Projected Budget	0	0	452,500	1,200	3,000	0	456,700
2018-2019 Projected Budget	0	0	452,500	1,200	3,000	0	456,700

## Expenditures

<b>551.545 FARMERS MARKET</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	14,480	7,450	0	341,810	0	363,740
2011-2012 Actual	14,050	6,520	0	362,180	0	382,750
2012-2013 Actual	16,650	5,190	380	362,340	0	384,560
2013-2014 Original Budget	11,950	9,250	40,000	381,510	0	442,710
2013-2014 Adjusted Budget (Dec)	11,950	9,250	40,000	381,510	0	442,710
2013-2014 Six Month Actual	3,850	2,740	0	194,330	0	200,920
2013-2014 Estimated Year End	8,080	8,750	32,600	422,430	0	471,860
2014-2015 Dept Request	8,620	9,250	0	437,790	0	455,660
2014-2015 Manager's Budget	8,620	9,250	0	437,790	0	455,660
2014-2015 Approved Budget	8,620	9,250	0	437,790	0	455,660
2015-2016 Projected Budget	8,900	9,250	0	438,130	0	456,280
2016-2017 Projected Budget	9,200	9,250	0	438,480	0	456,930
2017-2018 Projected Budget	9,500	9,250	0	438,840	0	457,590
2018-2019 Projected Budget	9,810	9,250	0	439,210	0	458,270

***The mission of the water & sewer function is to provide the City of Royal Oak residents and businesses with water supply and sewage disposal services that support a high quality of life.***

The City of Royal Oak purchases water from the Southeastern Oakland County Water Authority (SOCWA) and pays the Oakland County Drain Commission (OCDC) for the treatment of sewage. Both in turn, contract with the Detroit Water and Sewerage Disposal System (DWSD) which first provides treated water from the Great Lakes and later treats our sewerage before returning it downstream.

Revenues for these operations are generated based on the amount of water used by Royal Oak's residential and commercial customers. Revenue, generated through two-tiered user charges.

The water and sewer fund uses six cost centers to categorize its activities: engineering, administration, water billing, water maintenance, meter services and sewer maintenance. ***Water rates are budgeted to increase 4% based on a 4% increase from SOCWA. Sewage disposal rates are budgeted to increase 2.5% based on the Water Resources Commission (Drain Commission) increase of 2.5%.***

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	11,120,275	10,699,965	7,865,255	5,254,124	3,316,947	1,128,216
Revenues and transfers from other funds	26,679,000	27,525,770	27,927,600	28,335,460	28,749,440	29,169,630
Expenditures and transfers to other funds	27,099,310	30,360,480	30,538,731	30,272,637	30,938,171	30,946,114
Net Change in Net Assets	(420,310)	(2,834,710)	(2,611,131)	(1,937,177)	(2,188,731)	(1,776,484)
Ending Unrestricted Net Assets	10,699,965	7,865,255	5,254,124	3,316,947	1,128,216	(648,268)

## Revenues

592.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	25,851,520	3,800	88,620	3,790,110	29,734,050
2011-2012 Actual	0	0	27,379,490	14,080	88,730	1,223,180	28,705,480
2012-2013 Actual	0	0	26,477,990	33,310	220,120	3,062,510	29,793,930
2013-2014 Original Budget	0	0	27,768,000	20,000	55,000	1,274,320	29,117,320
2013-2014 Adjusted Budget (Dec)	0	0	27,768,000	20,000	55,000	1,274,320	29,117,320
2013-2014 Six Month Actual	0	0	13,722,650	7,900	(56,720)	0	13,673,830
2013-2014 Estimated Year End	0	0	26,580,000	12,000	87,000	0	26,679,000
2014-2015 Dept Request	0	0	27,438,770	18,000	69,000	0	27,525,770
2014-2015 Manager's Budget	0	0	27,438,770	18,000	69,000	0	27,525,770
2014-2015 Approved Budget	0	0	27,438,770	18,000	69,000	0	27,525,770
2015-2016 Projected Budget	0	0	27,840,600	18,000	69,000	0	27,927,600
2016-2017 Projected Budget	0	0	28,248,460	18,000	69,000	0	28,335,460
2017-2018 Projected Budget	0	0	28,662,440	18,000	69,000	0	28,749,440
2018-2019 Projected Budget	0	0	29,082,630	18,000	69,000	0	29,169,630

***The mission of the engineering cost center of the water & sewer fund is to provide for general water and sewer engineering services that are related to projects.***

The engineering department evaluates problem sewers throughout the year then coordinates major replacements for those sewers where failures are threatened or occurring, or where street repairs are planned. These costs usually are charged to specific projects and capitalized.

Any non-project costs for engineering services are charged here. This would include attending meetings that are not project specific.

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### GOALS

1. Develop a sustainable plan to maintain and enhance Royal Oak's infrastructure including water/sewer and roads.
2. Ramp up the expenditure on water main improvements to complete the CIP public water system master plan improvements by 2020.

### OBJECTIVES

- Complete the budgeted capital improvement projects. <sup>GOAL 1,2</sup>
- Hire a consultant to complete a comprehensive storm-water system analysis to inform decision making regarding changes in the storm-water detention ordinance. <sup>GOAL 1</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Consulting engineering services is budgeted in the amount of \$170,000 for a sewer capacity analysis study. Personnel costs increased due to an additional civil engineer III being added to the engineering department mid-year. Motor pool costs will no longer be charged to this department, they will be charged directly to capital projects. The capital projects will be funded with cash on hand in this fund as opposed to bonding.

The following capital improvement projects for engineering for fiscal year 14-15 are as follows:

• Sewer lining (Campbell Rd, 4 <sup>th</sup> St, Lincoln Ave, Edgeworth Ave.)	\$612,000
• Edgewood Dr. 8" water main (Park Ave. – Florence Ave.)	55,000
• Maplegrove Ave. 8" water main (Catalpa Dr. – Mayfield Dr.)	235,000
• Maplegrove Ave. 8" water main (Catalpa Dr. – Farnum Ave.)	312,000
• Knowles Ave. 8" water main (Harrison Ave. – Lincoln Ave.)	326,000
• Hudson Ave. 8" water main (Woodward Ave. – Washington Ave.)	363,000
• Rhode Island Ave. 8" water main (Delaware Ave. – Chesapeake Ave.)	170,000
• California Ave. 8" water main (Delaware Ave. – Chesapeake Ave.)	176,000
• Kenilworth Ave. 8" water main (Delaware Ave. – Dead-end)	198,000
• Florence Ave. 8" water main (Maxwell Ave. – Rail Rd.)	286,000
• Maple Ave. 8" water main (Louis Ave. – Park Ave.)	228,000
• Forestdale Rd. 8" water main (Cambridge Rd. – Farnum Ave.)	117,000
• Farnum Ave. 12" water main (Hilldale Dr. – Maxwell Ave.)	176,000
• Crooks Road 12" water main (13 Mile Rd. – Lexington Blvd.)	389,000
• Chester Rd. 8" water main (Durham Rd. – Lexington Blvd)	260,000
• Sewer televising and root control	420,000
• Devillen/ Alexander Ave. relief sewer	622,000
• Devillen Ave. 8" water main (Ardmore Ave. – Alexander Ave.)	182,000
• Forestdale Rd. 8" water main (Farnum Ave. – alley south of Catalpa)	326,000
• Oakridge Ave. 8" water main/ Farnum Ave. stub removal	41,700
• Mayfield Ave. 8" water main (Forestdale South – Fernwood)	90,620
• Ninth St. 8" water main (Woodward Ave.)	290,400
<b><u>FY2014-15 capital total:</u></b>	<b><u>\$5,875,720*</u></b>

\*Specific project construction may change.

## Budget Summary

### Expenditures

<b>592.447 ENGINEERING</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	98,080	70	0	1,653,560	0	1,751,710
2011-2012 Actual	36,630	40	0	1,562,250	0	1,598,920
2012-2013 Actual	39,340	40	0	3,034,590	0	3,073,970
2013-2014 Original Budget	36,400	50	0	5,259,230	0	5,295,680
2013-2014 Adjusted Budget (Dec)	36,400	50	0	5,259,230	0	5,295,680
2013-2014 Six Month Actual	12,140	10	0	1,653,890	0	1,666,040
2013-2014 Estimated Year End	35,380	60	0	3,614,800	0	3,650,240
2014-2015 Dept Request	83,690	100	0	6,048,130	0	6,131,920
2014-2015 Manager's Budget	83,690	100	0	6,048,130	0	6,131,920
2014-2015 Approved Budget	83,690	100	0	6,048,130	0	6,131,920
2015-2016 Projected Budget	86,720	100	0	5,186,410	0	5,273,230
2016-2017 Projected Budget	89,880	100	0	3,894,410	0	3,984,390
2017-2018 Projected Budget	93,160	100	0	3,483,410	0	3,576,670
2018-2019 Projected Budget	96,600	100	0	2,361,410	0	2,458,110

Capital improvements are transferred out to capital improvement fund so these costs are categorized under "other" rather than "capital".

***The function of the administration cost center of the water & sewer fund is to pay all administrative costs including debt service and purchases of potable water.***

The director of public services is responsible for the overall direction of this fund. The administration budget pays a portion of personnel services for the DPS Director and the front office staff, purchased water, debt service and related administrative expenses.

Potable water is our largest single water expense. The city is a member of S.O.C.W.A., the Southeast Oakland County Water Authority. SOCWA is the regional intergovernmental agency that transports clean water from the Detroit Water and Sewerage Department system to its member cities.

Debt service is nearly as large a component of the budget. Depreciation expense must provide sufficient cash flow to pay debt principal. Other costs include general administration, information service, insurance and auditing cost.

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## Performance Indicators / Outcome Measures

	<b>Actual</b> <b><u>FY11-12</u></b>	<b>Actual</b> <b><u>FY12-13</u></b>	<b>Dec 31</b> <b><u>2013</u></b>	<b>Projected</b> <b><u>FY13-14</u></b>	<b>Projected</b> <b><u>FY14-15</u></b>	<b>Projected</b> <b><u>FY15-16</u></b>
Water Tap Residential/Commercial	82	139	101	200	100	110
#of testable back flow devices to track & recorded	2,753	2,150	1,200	2,150	3,000	3,000
# non-testable devices	785	749	700	750	800	800
Backflow Preventer Tests	801	500	270	500	800	820
Back Flow Inspections	605	624	304	600	610	620
MISS Dig Stake-outs performed	4,313	3,508	2,180	3,500	3,500	3,600
Meters Tested	20	20	10	20	20	20
Meters Replaced	820	1,073	608	1,100	800	800
Fire Hydrants Replaced or Repaired	21	30	98	110	25	25
# of Emergency Calls Responded to w/in 1 hr	156	190	75	130	130	130
Sanitary Sewer Lines Cleaned (feet)	130,763	86,097	55,105	130,000	130,000	140,000
Sewer Main Blockages	20	17	15	15	15	15
Water Main Breaks	44	77	19	95	75	80
Water Service Breaks	19	17	14	24	15	15
City irrigation service/repairs	28	38	16	45	30	25
Water service curb box repairs	132	80	51	95	100	110

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

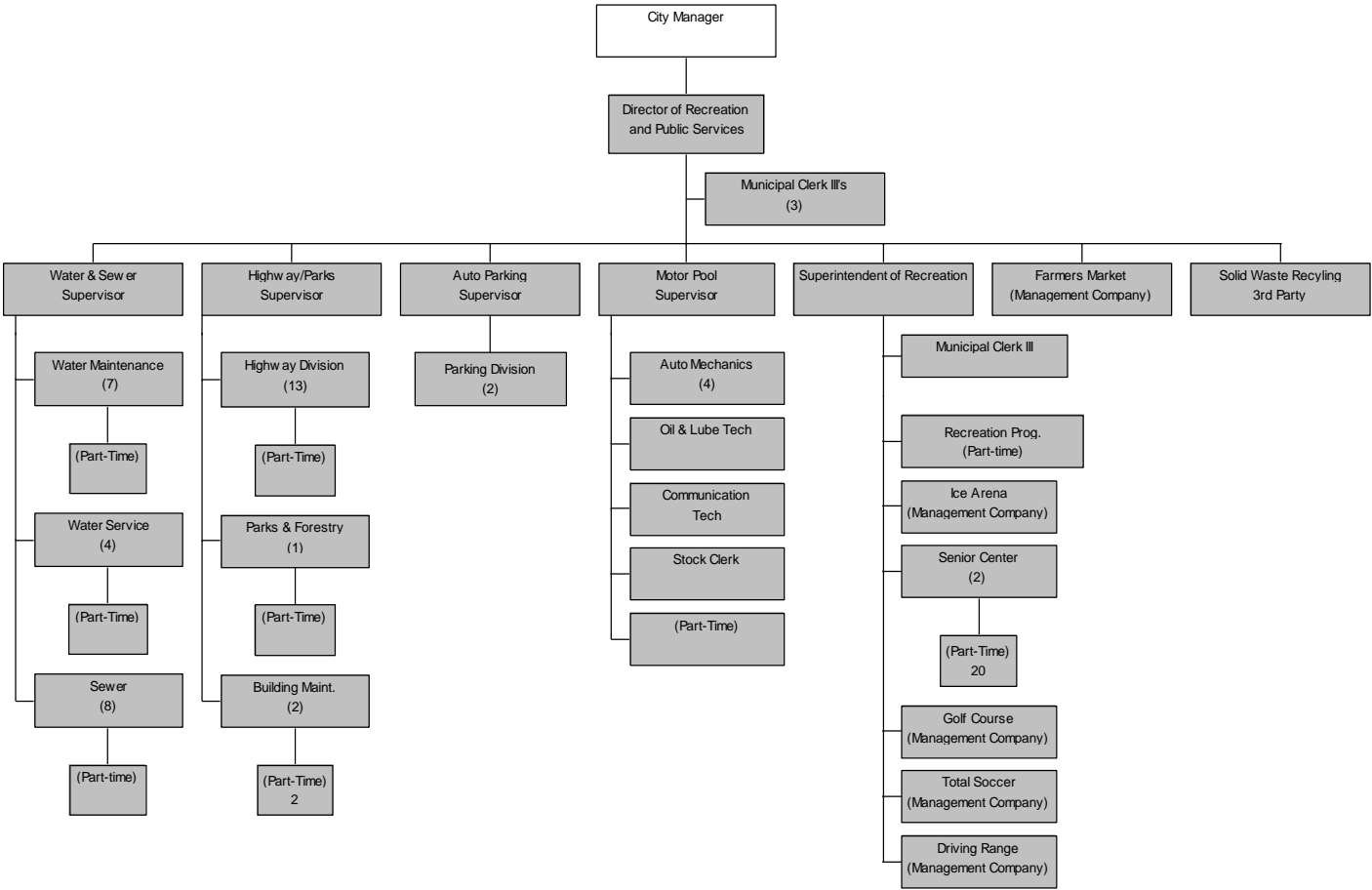
Both water and sewage commodity rates are budgeted to increase 4% and 2.5% respectively, as SOCWA is increasing its water rate 4% and the Oakland County Water Resources Commission is increasing its sewage disposal charge 2.5%. Flat rate billing is budgeted to increase 50 cents (4.8%) to \$10.75 per quarter for the purpose of recouping the city's water billing costs.

## Budget Summary

### Expenditures

<b>592.536 WATER &amp; SEWER ADMINISTRATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	6,692,180	1,055,350	7,747,530
2011-2012 Actual	0	0	0	7,216,970	992,010	8,208,980
2012-2013 Actual	0	0	0	7,291,490	927,240	8,218,730
2013-2014 Original Budget	0	0	0	7,399,790	876,160	8,275,950
2013-2014 Adjusted Budget (Dec)	0	0	0	7,399,790	847,490	8,247,280
2013-2014 Six Month Actual	0	0	0	3,144,310	221,350	3,365,660
2013-2014 Estimated Year End	0	0	0	7,329,160	876,110	8,205,270
2014-2015 Dept Request	0	0	0	7,591,210	813,180	8,404,390
2014-2015 Manager's Budget	0	0	0	7,591,210	813,180	8,404,390
2014-2015 Approved Budget	0	0	0	7,591,210	813,180	8,404,390
2015-2016 Projected Budget	0	0	0	7,937,260	806,911	8,744,171
2016-2017 Projected Budget	0	0	0	8,300,350	735,517	9,035,867
2017-2018 Projected Budget	0	0	0	8,681,320	661,231	9,342,551
2018-2019 Projected Budget	0	0	0	9,081,040	584,174	9,665,214

Department of Public Service Organizational Chart



***The mission of the water billing cost center in the water & sewer fund is to provide quality customer service along with efficient billing and collection services.***

The water billing function is housed in the treasurer's department in city hall. This assists customers when they personally pay bills, by keeping the collection point in one place.

Billing staff solve water and sewer problems for customers by answering their questions and taking customer requests for service. They work daily with the department of public works (DPS) staff at the public service building to resolve these issues.

The treasurer's billing staff is the primary answer point to deal with setting up new accounts; meter reading, billing and collecting process; setting up "final" meter reads and preparing courtesy bills; and investigating water leaks and basement backups.

Utility accounts are billed four times annually. There are thirteen billing cycles and 1,500 to 2,000 bills are mailed out weekly. Payment on bills is typically due on Monday; three weeks after the bills are mailed.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Years 2014-2015:**

Flat rate billing is budgeted to increase 50 cents (4.8%) to \$10.75 per quarter for the purpose of recouping the city's water billing costs which includes metering services.

## Budget Summary

### Expenditures

592.537 WATER BILLING	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	222,290	110	0	22,640	0	245,040
2011-2012 Actual	237,350	150	0	49,040	0	286,540
2012-2013 Actual	230,300	0	0	44,440	0	274,740
2013-2014 Original Budget	208,280	350	0	59,500	0	268,130
2013-2014 Adjusted Budget (Dec)	208,280	350	0	59,500	0	268,130
2013-2014 Six Month Actual	70,560	80	0	15,390	0	86,030
2013-2014 Estimated Year End	133,010	350	0	53,250	0	186,610
2014-2015 Dept Request	135,330	350	0	54,850	0	190,530
2014-2015 Manager's Budget	135,330	350	0	54,850	0	190,530
2014-2015 Approved Budget	135,330	350	0	54,850	0	190,530
2015-2016 Projected Budget	138,290	350	0	56,500	0	195,140
2016-2017 Projected Budget	141,350	350	0	58,200	0	199,900
2017-2018 Projected Budget	144,520	350	0	59,950	0	204,820
2018-2019 Projected Budget	147,790	350	0	61,750	0	209,890

## Cost Center Position FTE Detail

Full & Part-time Employees

Water Billing		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Water Service - MCIII		2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Billing MC I		0.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-Time Total		2.0	2.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.7	0.7	n/a	n/a	n/a
Cost Center Total		2.0	2.0	1.0	1.0	1.7	1.7	1.0	1.0	1.0

***The mission of the water maintenance division of the water & sewer fund is to provide a clean, constant supply of water to homes and businesses, and to provide a sufficient pressure supply of water for fire protection.***

The water service division of the department of public services has three full-time employees and one supervisor, who oversee both the water service, water maintenance and sewer activities.

The water maintenance activity is responsible for the maintenance of approximately 200 miles of water main throughout the community. There are many water conveyances it must maintain.

Water mains are the pressurized pipes that transmit water to the user. They are made of several materials, the most common being cast iron. They are subject to leaks and breaks due to stress, corrosion, and changes in water pressure because of seasonal demand. These breaks and leaks have to be pinpointed, dug up, and repaired. A new material, ductile iron, shows great promise in eliminating such problems.

Valves (or gates) are strategically located in various points throughout the transmission system. Usually spaced one or two blocks apart, they are used to isolate certain areas for repair or construction. These are subject to corrosion of bolts and packing, and must be periodically dug up and repaired.

Water services are the private lines that supply water from the city's water main to a house or business. Service lines also are made of different materials with copper being far superior. Copper services require little, if any, maintenance. Galvanized iron services eventually rust out and must be replaced. Services made of lead are a health hazard and should be replaced.

Royal Oak has over 1,400 hydrants of different ages and brands located strategically throughout the city. These suffer from vandalism, automobile accidents, and aging and must be repaired or dug up and replaced. The fire department also monitors their condition; malfunctions they find are reported to water maintenance division.

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## GOALS

## OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system.

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### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

There are no significant notes for this cost center.

## Budget Summary

### Expenditures

592.538 WATER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	1,010,390	91,530	0	416,840	0	1,518,760
2011-2012 Actual	868,850	58,500	0	344,150	0	1,271,500
2012-2013 Actual	994,810	118,140	0	466,650	0	1,579,600
2013-2014 Original Budget	791,130	99,230	0	385,070	0	1,275,430
2013-2014 Adjusted Budget (Dec)	791,130	101,730	0	382,570	0	1,275,430
2013-2014 Six Month Actual	473,600	49,600	0	277,160	0	800,360
2013-2014 Estimated Year End	1,044,880	120,910	0	613,300	0	1,779,090
2014-2015 Dept Request	1,148,510	122,810	0	463,900	0	1,735,220
2014-2015 Manager's Budget	1,148,510	122,810	0	463,900	0	1,735,220
2014-2015 Approved Budget	1,148,510	122,810	0	463,900	0	1,735,220
2015-2016 Projected Budget	1,187,020	122,810	0	475,910	0	1,785,740
2016-2017 Projected Budget	1,227,260	122,810	0	488,280	0	1,838,350
2017-2018 Projected Budget	1,269,310	122,810	0	501,020	0	1,893,140
2018-2019 Projected Budget	1,313,260	122,810	0	514,140	0	1,950,210

## Cost Center Position FTE Detail

Full & Part-time Employees

Water Maintenance				Fiscal Year					
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>									
Water Service MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Maintenance Worker II	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Maintenance Worker II	0.0	0.0	0.0	0.0	4.0	0.0	0.0	0.0	0.0
Water Maintenance Worker	3.0	3.0	4.0	3.0	3.0	3.0	2.0	2.0	2.0
Full-Time Total	9.0	9.0	9.0	8.0	12.0	8.0	7.0	7.0	7.0
<u>Part-Time Positions (FTEs)</u>									
Part-Time Positions	Information not available				1.0	1.0	n/a	n/a	n/a
Cost Center Total	9.0	9.0	9.0	8.0	13.0	9.0	7.0	7.0	7.0

***The mission of the water service division of the water & sewer fund is to maintain the water connection and meters between the customer and the system to insure safety and fairness for both.***

The water service division of the department of public services oversees the water service, water maintenance and sewer divisions.

There are approximately 23,500 water meters within the Royal Oak water system for which this division is responsible.

The water service division is responsible for reading of water meters for billing, performing investigations on high water bills, 24-hour

emergency call-out for leaking water meters, installing new water meters, investigating possible water service leaks, cross connection inspections.

The water service division also has a meter testing and replacement program. The division is presently in the process of installing the outside reading devices where possible. There is no additional direct cost to the homeowner for the installation of these outside reading devices.

The water service division is also presently converting older style remote readers over to a newer type.

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### GOALS

1. Maintain meters that are up to date to keep billing rates low.
2. Proactively locate potential water leaks to minimize loss and/or large customer bills.
3. Locate and eliminate cross connections to the system to protect all users.

### OBJECTIVES

- Prepare an analysis and recommendation for moving to a fixed water meter reading system.<sup>GOAL1</sup>
- Help the customer understand how his equipment and the system work so he does not end up with unnecessarily high water bills.<sup>GOAL2</sup>

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#### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Personnel cost increased mostly due to the significant increase in OPEB contributions. Water meters and meter parks increased due to an expected increase in repair and replacement.



## Budget Summary

### Expenditures

<b>592.539 METER SERVICES</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	573,960	131,090	0	28,350	0	733,400
2011-2012 Actual	556,980	111,820	0	35,510	0	704,310
2012-2013 Actual	546,310	150,010	0	91,530	0	787,850
2013-2014 Original Budget	462,820	150,110	0	115,690	0	728,620
2013-2014 Adjusted Budget (Dec)	462,820	150,110	0	115,690	0	728,620
2013-2014 Six Month Actual	223,680	85,130	0	52,130	0	360,940
2013-2014 Estimated Year End	462,310	159,800	0	114,270	0	736,380
2014-2015 Dept Request	537,400	195,160	0	119,060	0	851,620
2014-2015 Manager's Budget	537,400	195,160	0	119,060	0	851,620
2014-2015 Approved Budget	537,400	195,160	0	119,060	0	851,620
2015-2016 Projected Budget	556,480	195,160	0	120,300	0	871,940
2016-2017 Projected Budget	576,410	195,160	0	121,590	0	893,160
2017-2018 Projected Budget	597,220	195,160	0	122,910	0	915,290
2018-2019 Projected Budget	618,960	195,160	0	124,280	0	938,400

## Cost Center Position FTE Detail

Full & Part-time Employees

<b>Meter Services</b>	<b>Fiscal Year</b>								
	<b>06-07</b>	<b>07-08</b>	<b>08-09</b>	<b>09-10</b>	<b>10-11</b>	<b>11-12</b>	<b>12-13</b>	<b>13-14</b>	<b>14-15</b>
<b><u>Full-Time Positions</u></b>									
DPS Supervisor - Water	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Water Service Worker	5.0	5.0	5.0	5.0	4.0	4.0	3.0	3.0	3.0
Superintendent - Water & Sewer	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total	7.0	6.0	6.0	6.0	5.0	5.0	4.0	4.0	4.0

***The mission of the sewer maintenance cost center of the water & sewer fund is to keep sewer lines in top repair to minimize basement water conditions, and to respond quickly to calls for service if backups do occur.***

The sewer maintenance division of the department of public service is responsible for the maintenance of approximately 300 miles of sewers throughout the City of Royal Oak. The city has a combined sanitary and storm system.

Over 85% of the amounts budgeted here are for contractual sewage disposal charges from the Oakland County Water Resources Commissioner. Our sewage passes through the George W. Kuhn Sewage Disposal System (GWKSDS). Next it gets transported by the City of Detroit system then treated and returned to the Great Lakes system. The other 15% of costs are local costs.

Sanitary sewer cleaning is designed to clean all sanitary sewers within the city by sewer jetting and eliminating most of the sewer back-up problems in the city's lines.

The city provides a 24 hours a day, 7 days a week, response to any basement water calls.

Maintenance and normal repairs are scheduled starting in the spring on catch basins, manholes and any sewer lines that have had problems. This work continues as long as weather permits. During the winter, the sewer personnel clean the tops of catch basins and inspect all of the sewer structures for repair. From this program, a repair list is made up for the construction repair season.

During severe snow storms the sewer division supports the highway division with equipment and manpower for the plowing of city streets. Also, during the winter months, the sewer division uses a power-rodding machine to rod or clean city sewer lines that have root growth problems. This power rod is in operation until our construction season begins.

The sewer division also handles all Miss Dig requests. This is a program set up by all utilities for the staking of utility lines before any digging occurs. This division stakes or paints all City of Royal Oak sewer mains and laterals, water mains, sewer service tie-in locations, and water curb shut-offs.

### **Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Sewage disposal rates are budgeted to increase due to the Oakland County Water Resource Commission's increase in fees by 2.5%. The Detroit Board of Water Commissioners recently approved a rate simplification for sewage customers and in response the county is changing its methodology as well. Detroit's new methodology assigns a percentage share of the common-to-all cost categories for each customer, based on their historical average sewage flow. These percentage shares are applied to the total revenue requirements for a given cost category, to determine an individual customer share. Also, the total revenue requirement (of the Detroit Board of Water Commissioners) by customer will be recovered on a fixed monthly charge basis. The share calculations will remain constant for three years then the share methodology will be reviewed. Industrial waste control and surcharge rates are increasing approximately 2.2% (city pass through). The city's motor pool charge line-item is budgeted to decrease based on previous years actual use. A sewer camera for \$100,000 is budgeted.

## Budget Summary

### Expenditures

592.540 SEWER MAINTENANCE	Personnel Services	Supplies	Capital	Other	Debt	Total
2010-2011 Actual	914,680	34,240	0	11,426,550	0	12,375,470
2011-2012 Actual	829,350	40,810	(50)	11,571,870	0	12,441,980
2012-2013 Actual	773,760	29,710	0	11,691,810	0	12,495,280
2013-2014 Original Budget	725,720	50,700	0	12,497,070	0	13,273,490
2013-2014 Adjusted Budget (Dec)	725,720	50,700	0	12,497,070	0	13,273,490
2013-2014 Six Month Actual	262,400	13,090	0	4,868,670	0	5,144,160
2013-2014 Estimated Year End	582,150	47,750	0	11,911,820	0	12,541,720
2014-2015 Dept Request	665,200	49,900	100,000	12,231,700	0	13,046,800
2014-2015 Manager's Budget	665,200	49,900	100,000	12,231,700	0	13,046,800
2014-2015 Approved Budget	665,200	49,900	100,000	12,231,700	0	13,046,800
2015-2016 Projected Budget	687,930	49,900	100,000	12,830,680	0	13,668,510
2016-2017 Projected Budget	711,660	49,900	100,000	13,459,410	0	14,320,970
2017-2018 Projected Budget	736,420	49,900	100,000	14,119,380	0	15,005,700
2018-2019 Projected Budget	762,250	49,900	100,000	14,812,140	0	15,724,290

## Cost Center Position FTE Detail

Full & Part-time Employees

Sewer Maintenance		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
DPS Supervisor - Sewer		1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Sewer Maintenance Worker II		4.0	4.0	4.0	4.0	4.0	4.0	3.0	3.0	3.0
Sewer Maintenance Worker		3.0	3.0	3.0	3.0	5.0	4.0	4.0	4.0	4.0
Sewer Maintenance Worker (Temp)		0.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0
Full-time Total		8.0	9.0	9.0	8.0	9.0	8.0	7.0	7.0	7.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				0.8	0.8	n/a	n/a	n/a
Cost Center Total		8.0	9.0	9.0	8.0	9.8	8.8	7.0	7.0	7.0

***The mission of the ice arena is to provide to both resident and regional skaters of all ages outstanding recreation programs on ice that are financially self-supporting.***

A full menu of programs for ice skating and hockey are provided at the John Lindell Ice Arena. Skaters can enjoy open skating times, drop-in hockey, and freestyle sessions.

Whether you are a beginner looking for open public skating or an advanced figure skater or hockey player, programs are available for all ages. Programs are offered all year long.

A skating instructor might be a current Olympic-class athlete or coach because of the strength of skating training the Metro Detroit region.

The annual ice show is a crowd pleaser, providing friends and families a chance to see young skaters show off their skill.

Lindell Arena is the home arena for many teams and clubs: Royal Oak Hockey Association, Eagles Travel Hockey, New Edge Figure Skating Club, Royal Oak High School Figure Skating Club, Royal Oak Ravens High School Hockey, Shrine Knights High School Hockey, Far Flyers Hockey Team, Foosa Women's Hockey Team Division 2, Fusion Women's Hockey Team Division 3, TOT^2 Women's Hockey Team Division 5, Cleavers Women's Hockey Team Division 6, TOT Women's Hockey Team Division 6, Royal Oak Senior Hockey League, Billy C's Adult Hockey League.

Program offerings include:

Open public skating: times are available daily throughout the year for skaters of all ages.

Learn to Skate Program: the Learn to Skate program offers a wide range of classes to suit

everyone's needs from ages 3 to adult. The program is a place to learn basic skating skills and is a stepping-stone for hockey as well as freestyle, synchronized, and recreational skating.

Freestyle Program: skaters must be members of the New Edge Figure Skating Club or a USFS member. Sessions are limited to the first 24 skaters signed in and paid.

Drop-In Hockey: players are required to be at least 18 years of age and wear full equipment with a helmet.

High School Varsity Hockey: home to two varsity hockey programs, Royal Oak High School Ravens and Shrine Catholic High School Knights. Both are pay-to-play programs.

Royal Oak Adult Hockey League: the fall/winter league has 30 teams in 3 divisions and spring/summer league has 24 teams in 3 divisions.

Tournaments: The Annual Holiday Classic Tournament in December showcases the talents of the Royal Oak Hockey Association House players. Three adult tournaments are held during the spring.

Ice Show: the annual ice show showcases the talents of New Edge Figure Skating Club skaters.

The ice arena operations are now contracted out to Suburban Ice Management. The \$1.1 million budget also pays all operational and building maintenance costs.

Most revenue to fund programs comes from rink rental fees. The bulk of the remaining receipts come from other fees: e.g. lessons, open free style and open skating fees.

## GOALS

1. To provide excellent customer service.
2. To provide quality ice surfaces.

## OBJECTIVES

- Edge/shave surfaces regularly to provide quality ice at proper thickness. <sup>GOAL1,2</sup>

## Performance Indicators / Outcome Measures

	<u>Actual FY11-12</u>	<u>Actual FY12-13</u>	<u>Dec 31 2013</u>	<u>Projected FY13-14</u>	<u>Projected FY14-15</u>	<u>Projected FY15-16</u>
Learn to Skate Participants	1,004	1,199	584	1,300	1,400	1,400
Number of Scheduled Hours Used Weekly (September – March)	216	226	120	240	250	250

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Suburban Ice (contracted rink management) is increasing its collaboration with ROHA. Revenues from open skating, lessons, open freestyle and skate rental are expected to increase while revenues from advertisement and rink rentals is expected to decline based on previous years activity. Concession revenue will decline due to the reduction of the rental space for concessions. Program supplies are budgeted to increase due to the purchase of rental skates and increased other supplies. The capital improvements will be funded with cash on hand as opposed to issuing bonds.

The following capital improvement projects for the ice arena for fiscal year 14-15 are as follows:

- 2<sup>nd</sup> year of matting for west arena and four locker rooms \$46,000
- Scoreboard \$10,000

## Budget Summary

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Unrestricted Net Assets	111,583	313,033	274,003	238,913	201,703	212,303
Revenues and transfers from other funds	1,338,430	1,180,270	1,180,270	1,180,270	1,180,270	1,180,270
Expenditures and transfers to other funds	1,136,980	1,219,300	1,215,360	1,217,480	1,169,670	1,171,950
Net Change in Net Assets	201,450	(39,030)	(35,090)	(37,210)	10,600	8,320
Ending Unrestricted Net Assets	313,033	274,003	238,913	201,703	212,303	220,623

## Revenues

<b>598.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	1,116,730	0	6,630	0	1,123,360
2011-2012 Actual	0	0	1,056,740	1,270	7,420	0	1,065,430
2012-2013 Actual	0	0	1,219,620	5,460	11,110	0	1,236,190
2013-2014 Original Budget	0	0	1,166,300	5,000	6,500	0	1,177,800
2013-2014 Adjusted Budget (Dec)	0	0	1,166,300	5,000	6,500	0	1,177,800
2013-2014 Six Month Actual	0	0	435,020	950	2,990	0	438,960
2013-2014 Estimated Year End	0	0	1,328,280	3,550	6,600	0	1,338,430
2014-2015 Dept Request	0	0	1,172,270	2,000	6,000	0	1,180,270
2014-2015 Manager's Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2014-2015 Approved Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2015-2016 Projected Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2016-2017 Projected Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2017-2018 Projected Budget	0	0	1,172,270	2,000	6,000	0	1,180,270
2018-2019 Projected Budget	0	0	1,172,270	2,000	6,000	0	1,180,270

## Expenditures

<b>598.758 ICE ARENA</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	111,520	22,000	550	912,980	0	1,047,050
2011-2012 Actual	22,300	29,710	640	1,055,020	0	1,107,670
2012-2013 Actual	21,160	73,830	1,600	1,172,830	0	1,269,420
2013-2014 Original Budget	19,570	78,200	50,500	1,165,830	0	1,314,100
2013-2014 Adjusted Budget (Dec)	19,570	94,200	45,600	1,154,730	0	1,314,100
2013-2014 Six Month Actual	8,380	51,530	1,630	592,070	0	653,610
2013-2014 Estimated Year End	19,220	92,670	49,500	1,120,590	0	1,281,980
2014-2015 Dept Request	21,440	102,600	60,500	1,179,760	0	1,364,300
2014-2015 Manager's Budget	21,440	102,600	60,500	1,179,760	0	1,364,300
2014-2015 Approved Budget	21,440	102,600	60,500	1,179,760	0	1,364,300
2015-2016 Projected Budget	22,200	102,600	54,500	1,181,060	0	1,360,360
2016-2017 Projected Budget	22,980	102,600	54,500	1,182,400	0	1,362,480
2017-2018 Projected Budget	23,790	102,600	4,500	1,183,780	0	1,314,670
2018-2019 Projected Budget	24,650	102,600	4,500	1,185,200	0	1,316,950

**Cost Center Position Detail – Home Base**

Full &amp; Part-time Employees

Ice Arena		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Director of Arena Operations		1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Full-time Total		1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0





## **INTERNAL SERVICE FUNDS**

Internal service funds are established to finance and account for services and commodities furnished by a designated department or agency to other departments within a single government unit or to other governmental units.

Information Systems Fund - 636

Workers Compensation Insurance  
Fund – 677

Motor Pool Fund – 661

Health Care Fund – 678

General Liability and Property  
Insurance Fund - 679

***The mission of the information systems department is to provide computer, telecommunications, software, security and other technology tools and services in support of the city's operational goals in the most efficient manner possible.***

The information systems (IS) department researches, supports and coordinates technological solutions to keep the city's information systems functioning and performing consistently at expected levels. The IS staff continually strives to meet productivity gains and address the city's technology challenges with shrinking resources and fewer IS employees available to accomplish the tasks assigned.

Technology plays a critical support role in the city's ability to provide government services. The IS department is the city's central control center where proactively securing and managing the city's technology and data is a top priority. The job gets more complicated daily as new threats to security emerge and as information systems become more integrated across multiple platforms and networks. The department oversees application integration between the city and county, state and federal organizations and is responsible for the infrastructure that ties it all together.

The department manages nearly \$2 million dollars of technology assets and is responsible for servicing all city departments and the 44th District Court, the farmers market, and the senior center. The department is responsible for procurement and maintenance of more than 800 devices including networking switches and routers, servers, computers, printers, telephones, smart/cell phones, pagers, faxes, scanners, cameras, and other computer equipment and communication devices. Email, document storage and retrieval systems are maintained for 357 user accounts and over 120 computer software applications at 14 different municipal locations, most of which are connected via the city's wide area network. The IS staff provides daily support in the following areas: help desk, hardware and network issues, data and document management, project management, data and voice communications, and specialized application software.

The city's website annually serves over 2 million page requests with over 500 megabytes of data transferred on a daily basis. The most frequently accessed areas of the city's website are: community events and event calendar, Royal Oak restaurants, meeting documents, general information, job openings, parks and recreation programs, the Residents Portal page, parking permits and parking tickets. The most frequently accessed departments are the farmers market, assessor's office, ice arena, 44th District Court, police, animal shelter, recreation, treasurer's office, water billing, building, city clerk, senior center, city attorney, planning, and human resources. The most popular meeting documents are those from the city commission, LCC, DDA, farmers market, planning commission, and the ZBA.

Information systems is an internal service fund that uses cost allocation to expense all computer applications, licensing, software and hardware support and maintenance, and print shop costs to each user department/cost center.

The information systems technology plan is an ongoing and evolving strategy. It is a challenge to develop a technology plan that has enough foresight to envision the future. The plan needs to anticipate what new technology will be available and applicable to the city's needs, and to provide an adequate outline that presents an overview for decision making and allocation of funding for these improvements. It is important to review the plan periodically and to make it flexible enough to adapt to changes along the way. The plan is designed to address the levels of technology support for city-wide efficiency and assignment of priority to the targeted projects over a 3-5 year period.

The information systems technology plan builds on the prior efforts developed by the Information Systems Steering Committee. It works to ensure integration of information systems services within the city and with its business partners. The evaluation of trends, the reviews of all departmental needs, the implementation of established technology standards and a technology vision that combines and collaborates with the goals and objectives of the city, serves as the foundation of a successful information systems plan.

## GOALS

1. To provide the city with cost-effective, dependable and accurate information services, which support both current and future business needs and strategies.
2. To provide city departments with strategic project planning and assistance as it relates to technology and business partners.
3. To maintain appropriate levels of network security to protect the city's critical business systems from security threats and respond to security threats in a prompt and effective manner.
4. To utilize the community engagement specialist position for improved communication between staff and residents.
5. To encourage professionalism, the development of skills and ownership of information systems both at the staff level and the end-user level.
6. To proactively find ways to promote meaningful, open and respectful dialogue that ensures effective decision making.
7. To develop and maintain an effective communications network for city operations.

## OBJECTIVES

- Develop and maintain an organization structure that is technically and functionally competent to respond to information systems requirements.<sup>GOAL1</sup>
- Prepare specifications, analyze proposals, make recommendations, and implement technological solutions.<sup>GOAL2</sup>
- Build a better understanding of information systems through continued IT security awareness and user policy training.<sup>GOAL3</sup>
- Continue to improve service to residents through website content management training and bolster interdepartmental communication and cooperation. Allow staff and community groups to keep the website updated and current. Allow secured access from any location at any time for convenient updating especially in cases of emergencies and priority activities.<sup>GOAL4</sup>
- Help to facilitate a community outreach strategy to inform, listen, and collaborate with groups and individuals. The idea is to focus on online resources, and publications for community events and family activities on the website, giving parks and recreation top priority.<sup>GOAL5</sup>
- Continue to improve the city's web site to make it more user-friendly, interactive, and responsive.<sup>GOAL6</sup>
- Address the huge reduction in Internet bandwidth availability to perform city business functions.<sup>GOAL7</sup>
- Hire a consultant to review and make recommendations to improve the city's website on key metrics identified by staff and approved by the city commission.<sup>GOAL7</sup>

### Performance Indicators / Outcome Measures

	<u>Actual</u> <u>FY11-12</u>	<u>Actual</u> <u>FY12-13</u>	<u>Dec 31</u> <u>2013</u>	<u>Projected</u> <u>FY13-14</u>	<u>Projected</u> <u>FY14-15</u>	<u>Projected</u> <u>FY15-16</u>
<b>GOAL 1, 3, 8 Network Connections</b>						
Building Locations	13	13	13	13	13	13
PC's	348	348	361	371	371	371
Phone, VM, Accounting	3	3	3	3	3	3
LAN Services	10	10	14	15	15	16
WAN Connectivity	14	14	14	15	15	16
Internet Connectivity	14	14	14	15	15	16
<b>GOAL 1, 2, 3 AD, Email, Social Media Service</b>						
User & Email accounts	455	451	479	400	420	420
Group accounts	91	91	91	91	91	91
Email lists services	5	5	5	8	9	10
Social Media Accounts	12	12	12	14	16	16
<b>GOAL 1, Device Installs and upgrades</b>						
PC's	60	78	32	62	60	60
Printers	10	3	4	4	4	4
Other	6	7	6	5	5	5
<b>GOAL 1, 3 Software Support</b>						
Virus, Malware, Spam	335	335	335	335	335	335
<b>GOAL 1, 3, 7 Telecommunications</b>						
Telephones – Digital	370	363	373	375	375	375
Analog-Lines	140	140	140	140	140	140
Pri/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Point to Point T1's/Channels	3/69	3/69	3/69	3/69	3/69	3/69
Adds, moves, changes	100	100-200	62	100-200	100-200	100-200
Voicemail accounts	614	614	615	615	616	616
Cell Phone Accounts	85	89	96	97	98	99
Facility Mgt locations	13	14	14	15	16	16
<b>GOAL 1, 2, 3, 4 General</b>						
Website Pages	2,605	2,605	2,610	2,620	2,650	2,680
Notification Service	2,200	2,490	3,331	3,600	3,900	4,500
e-Packet Availability (CC)	24	24	24	24	24	24
Computer Platforms	7	7	7	7	7	7
Operating Systems	7	7	8	7	7	7
Business Partners/Vendors	49	49	52	52	53	54
OS Software Patches	18,000+	18,000+	9,000+	19,000+	19,000+	19,000+
Virus/Protection Software Patches	40					
# of PC Virus outbreaks	4	3	1	4	5	4
Print Shop Jobs	547	558	383	565	570	580
Print Shops Jobs/hour	3.33	3.38	2.12	3.4	3.5	3.6

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The information systems department was involved in several projects this past fiscal year. Some of the highlights included the upgrade and replacement of the city's telephone system, upgrades to network switching equipment for integration with the new fiber network, and management planning for server consolidation. Several internal systems were improved, such as the state QVF server, the enterprise anti-virus and malware software system, the WSUS server, the web server was unexpectedly upgraded due to hardware failure, the document imaging system was migrated, and live-web streaming of meetings.

The fiscal year 14-15 budget for IS services has some additional increases due to the requirements and demands for several IT projects. While staffing levels increased in other departments, the demand on IT services also increased. The department is addressing some of those demands with necessary changes in staffing assignments through utilization of the community engagement specialist position. The city commission made the city's website a priority for improvements and optimization for mobile devices, so a major design theme and restructuring will also be an essential project this year.

Website features and functions for residents:

- On line payments for tax, water, permits, fees,
- On line applications for employment opportunities and applicant tracking,
- On line permit applications, building, electrical, mechanical, plumbing/sewer
- On line complaint management system

As more and more applications and services rely on internet connectivity and cloud-based services, the bandwidth requirements to deliver those services are essential. Internet service will be a major focus for improvement to allow for the increased service volume and traffic demands.

The office supplies account increased this year due to several computer supplies being available from the office supply vendor and additional spending will be needed in the computer supplies and parts account to address the immediate Windows XP migration to Win 7 by purchasing memory for those computers that can be simply upgraded instead of being replaced. The telecommunications services and telephone service accounts increased due to additional smart phone accounts and adding users and services for the new phone system. Every project in the city has some dependency on IS resources and without additional staffing, the contracted services budget has also increased to meet the demands on IS support and to complete projects on time. Miscellaneous contracted services will be needed for project management, website redesign, email and office migration, cloud hosting, office software licensing and training, migration of windows systems, migration of Drupal 6 to 7, custom database application development for legacy police databases, GIS ESRI Enterprise Server migration, BSA applications and Internet bandwidth improvements; this is an increase in budget. The capital improvements will be funded with cash on hand as opposed to issuing bonds.

The following capital improvement projects for information systems for fiscal year 14-15 are as follows:

Computer Replacement Program:	\$ 40,000
Office Software and Training Program-1:	23,000
Web Application Development	86,000
Server-Network-Cabling Infrastructure:	16,000
Mobile Workforce:	8,000
<u>GIS Integration:</u>	<u>20,000</u>

**FY2014-15 Total: \$ 193,000**

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	1,121,765	723,275	456,895	328,565	199,455	107,725
Revenues and transfers from other funds	1,054,530	1,148,330	1,182,730	1,218,170	1,254,670	1,292,270
Expenditures and transfers to other funds	1,453,020	1,414,710	1,311,060	1,347,280	1,346,400	1,394,460
Net Change in Net Assets	(398,490)	(266,380)	(128,330)	(129,110)	(91,730)	(102,190)
Ending Unrestricted Net Assets	723,275	456,895	328,565	199,455	107,725	5,535

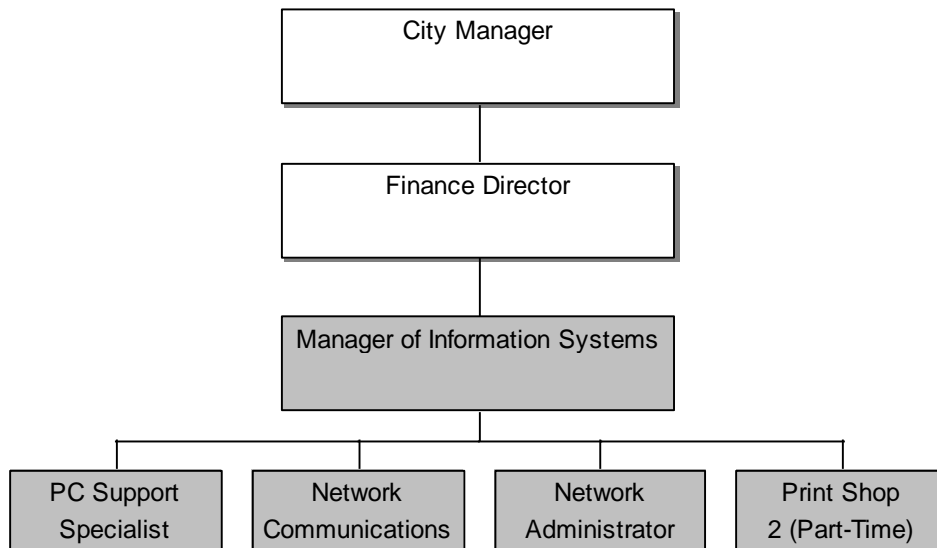
## Revenues

636.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	850,060	0	850,060
2011-2012 Actual	0	0	0	0	840,070	9,000	849,070
2012-2013 Actual	0	0	0	2,080	797,990	460,000	1,260,070
2013-2014 Original Budget	0	0	0	1,900	1,038,300	0	1,040,200
2013-2014 Adjusted Budget (Dec)	0	0	0	1,900	1,038,300	0	1,040,200
2013-2014 Six Month Actual	0	0	0	810	519,260	0	520,070
2013-2014 Estimated Year End	0	0	0	1,200	1,038,330	15,000	1,054,530
2014-2015 Dept Request	0	0	0	1,500	1,146,830	0	1,148,330
2014-2015 Manager's Budget	0	0	0	1,500	1,146,830	0	1,148,330
2014-2015 Approved Budget	0	0	0	1,500	1,146,830	0	1,148,330
2015-2016 Projected Budget	0	0	0	1,500	1,181,230	0	1,182,730
2016-2017 Projected Budget	0	0	0	1,500	1,216,670	0	1,218,170
2017-2018 Projected Budget	0	0	0	1,500	1,253,170	0	1,254,670
2018-2019 Projected Budget	0	0	0	1,500	1,290,770	0	1,292,270

## Expenditures

<b>636.258 INFO SYSTEMS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	629,700	10,640	17,060	672,420	0	1,329,820
2011-2012 Actual	659,880	24,170	68,580	188,520	0	941,150
2012-2013 Actual	686,000	44,300	0	359,550	0	1,089,850
2013-2014 Original Budget	592,940	41,200	236,000	472,410	0	1,342,550
2013-2014 Adjusted Budget (Dec)	592,940	41,200	236,000	472,410	0	1,342,550
2013-2014 Six Month Actual	285,730	21,400	218,670	213,760	0	739,560
2013-2014 Estimated Year End	606,060	51,080	340,400	455,480	0	1,453,020
2014-2015 Dept Request	606,880	50,520	193,000	564,310	0	1,414,710
2014-2015 Manager's Budget	606,880	50,520	193,000	564,310	0	1,414,710
2014-2015 Approved Budget	606,880	50,520	193,000	564,310	0	1,414,710
2015-2016 Projected Budget	627,230	50,520	122,000	511,310	0	1,311,060
2016-2017 Projected Budget	648,450	50,520	137,000	511,310	0	1,347,280
2017-2018 Projected Budget	670,570	50,520	114,000	511,310	0	1,346,400
2018-2019 Projected Budget	693,630	50,520	139,000	511,310	0	1,394,460

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Info Systems		Fiscal Year								
		06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<u>Full-Time Positions</u>										
Manager of Information Systems		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Data Base Administrator		1.0	1.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Network Administrator		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Pc Support Specialist		1.0	1.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Telecommunications Specialist		1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Info Systems - MC II		1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Full-Time Total		6.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
<u>Part-Time Positions (FTEs)</u>										
Part-Time Positions		Information not available				n/a	n/a	n/a	n/a	n/a
Cost Center Total		6.0	6.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0



***The mission of the motor pool is to provide a central location of accountability for the acquisition and maintenance of safe and efficient machinery, equipment and vehicles for city operations.***

The motor pool division of the department of public service (DPS) is an internal citywide service unit responsible for fleet maintenance, repairs, fueling and vehicle / equipment acquisition, to keep citywide departments operational. The motor pool division insures that the city-owned fleet of machinery, equipment and vehicles remain in a safe and proper functioning condition. Scheduled preventative maintenance is performed.

Vehicle condition and criteria for replacement are also closely monitored to optimize long-term cost. The motor pool maintains its own computerized records and inventory. Gasoline, diesel fuel, auto and truck parts are inventoried and charged to the various departments when used.

Internal city departments are charged monthly or hourly user fees that include a replacement charge ensuring that funds will be available when replacement is due.

The motor pool manages over \$15 million in machinery, equipment and vehicles, consisting of 8 fire trucks, 4 ambulance units, 132 cars, vans and pickup trucks, 15 dump-trucks, 28 heavy construction vehicles and 7 trailers and specialty vehicles.

The division continually analyzes city-wide vehicle and equipment utilization; recommends, develops and refines specifications maximizing vehicle life cycle; and analyzes fleet composition in order to “right size” the fleet with a focus on reducing the total number of vehicles and equipment to the number that would provide the lowest overall fleet cost.

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## GOALS

1. Provide each department quality service.
  2. Complete repairs in a timely manner by prioritizing each repair according to need and importance.
  3. To maintain the fleet in a safe and proper functioning condition by providing a preventive maintenance program consistent with manufacturing recommendations.
  4. To maintain an adequate level of parts and supplies while minimizing inventory costs.
- 

## OBJECTIVES

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

Building repair and maintenance is budgeted to increase \$10,000 due to resurfacing of lavatory floor at the DPS building. Fuel and gasoline budget is increased \$50,000 due to additional cars in the motor pool fleet as well as a potential increase in fuel price. The capital equipment will be funded with cash on hand as opposed to issuing bonds.

The following capital improvement projects for the motor pool fund for fiscal year 14-15 are as follows:

• Parking garage sweeper replacement	\$39,600
• Garbage truck replacement	130,000
• Toro Groundmaster 72' deck mower replacement	56,680
• Fire department. G-6 van replacement	36,800
• Engineering van replacement	31,000
• 3 replacement police patrol vehicle replacement	107,760
• 2 detective , 2 admin police department replacement	93,700
• 2 dump trucks (replacement)	347,200
• Small dump truck replacement (parks & forestry)	57,000
• 4 pick-up trucks replacement (water, parks, 2 streets)	127,760
• Water service truck replacement	40,780
• 3 vehicles for new employees (building department)	69,000
• Vehicle for new employee (assessing)	23,000
• 15' mowing deck (parks)	12,000
<b><u>FY2014-15 Total:</u></b>	<b><u>\$1,172,280</u></b>

**Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	7,072,100	7,551,760	6,800,120	5,435,288	4,063,376	2,989,147
Revenues and transfers from other funds	4,915,760	4,108,740	4,226,690	4,348,180	4,473,320	4,602,210
Expenditures and transfers to other funds	4,436,100	4,860,380	5,591,522	5,720,092	5,547,549	5,714,403
Net Change in Net Assets	479,660	(751,640)	(1,364,832)	(1,371,912)	(1,074,229)	(1,112,193)
Ending Unrestricted Net Assets	7,551,760	6,800,120	5,435,288	4,063,376	2,989,147	1,876,954

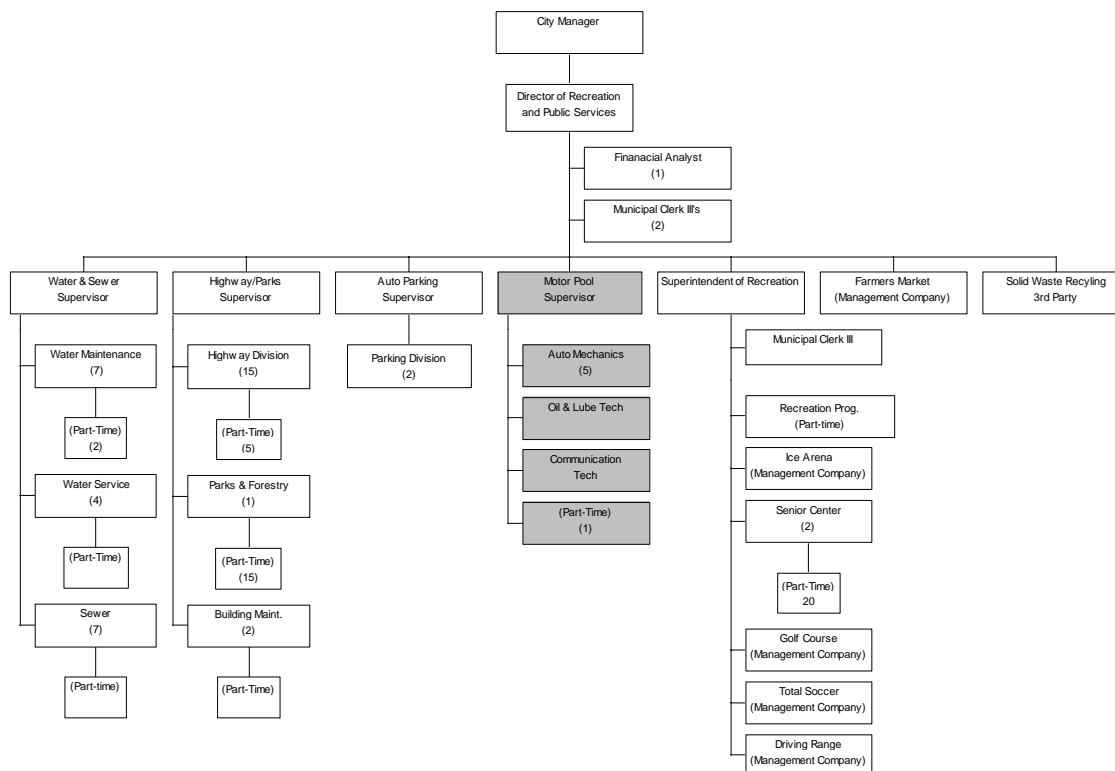
## Revenues

<b>661.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	3,906,920	0	3,906,920
2011-2012 Actual	0	100,610	0	0	3,738,700	477,510	4,316,820
2012-2013 Actual	0	0	0	11,280	3,846,560	666,500	4,524,340
2013-2014 Original Budget	0	0	0	12,000	4,139,510	264,400	4,415,910
2013-2014 Adjusted Budget (Dec)	0	0	0	12,000	4,139,510	264,400	4,415,910
2013-2014 Six Month Actual	0	0	0	4,160	2,210,420	0	2,214,580
2013-2014 Estimated Year End	0	0	0	7,500	4,635,860	272,400	4,915,760
2014-2015 Dept Request	0	0	0	18,000	4,055,740	35,000	4,108,740
2014-2015 Manager's Budget	0	0	0	18,000	4,055,740	35,000	4,108,740
2014-2015 Approved Budget	0	0	0	18,000	4,055,740	35,000	4,108,740
2015-2016 Projected Budget	0	0	0	18,000	4,173,690	35,000	4,226,690
2016-2017 Projected Budget	0	0	0	18,000	4,295,180	35,000	4,348,180
2017-2018 Projected Budget	0	0	0	18,000	4,420,320	35,000	4,473,320
2018-2019 Projected Budget	0	0	0	18,000	4,549,210	35,000	4,602,210

## Expenditures

<b>661.442 MOTOR POOL</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	1,235,990	794,940	138,810	2,407,680	3,710	4,581,130
2011-2012 Actual	1,134,070	946,020	73,930	1,235,510	54,900	3,444,430
2012-2013 Actual	1,081,560	821,150	60,300	1,136,840	49,130	3,148,980
2013-2014 Original Budget	1,056,660	977,900	974,400	1,449,710	42,510	4,501,180
2013-2014 Adjusted Budget (Dec)	1,051,160	978,400	974,400	1,454,710	42,510	4,501,180
2013-2014 Six Month Actual	523,940	449,880	227,470	606,580	11,160	1,819,030
2013-2014 Estimated Year End	1,090,450	1,018,830	979,900	1,304,410	42,510	4,436,100
2014-2015 Dept Request	1,128,110	1,030,350	1,219,480	1,443,900	38,540	4,860,380
2014-2015 Manager's Budget	1,128,110	1,030,350	1,219,480	1,443,900	38,540	4,860,380
2014-2015 Approved Budget	1,128,110	1,030,350	1,219,480	1,443,900	38,540	4,860,380
2015-2016 Projected Budget	1,161,730	1,081,010	1,854,200	1,457,420	37,162	5,591,522
2016-2017 Projected Budget	1,196,710	1,134,220	1,886,200	1,471,600	31,362	5,720,092
2017-2018 Projected Budget	1,233,110	1,190,060	1,610,200	1,486,480	27,699	5,547,549
2018-2019 Projected Budget	1,271,010	1,248,680	1,666,200	1,502,080	26,433	5,714,403

## Departmental Organization Chart



## Cost Center Position Detail - Home Base

Full & Part-time Employees

Motor Pool	Fiscal Year								
	06-07	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15
<b>Full-Time Positions</b>									
Superintendent - Motor Pool	1.0	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0
Motor Pool Supervisor	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Budget Analyst	0.0	0.0	0.0	0.0	0.0	0.0	0.0	1.0	1.0
Automotive Mechanic	5.0	5.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Communications Maintenance Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Stock Clerk	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Oil and Lube Tech	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Public Service Facility Custodian	1.0	1.0	1.0	1.0	0.0	0.0	0.0	0.0	0.0
Motor Pool - MC III	1.0	1.0	1.0	1.0	1.0	1.0	1.0	0.0	0.0
Full-Time Total	12.0	12.0	11.0	11.0	10.0	9.0	9.0	9.0	9.0
<b>Part-Time Positions (FTEs)</b>									
Part-Time Positions	Information not available				1.3	1.3	n/a	n/a	n/a
Cost Center Total	12.0	12.0	11.0	11.0	11.3	10.3	9.0	9.0	9.0

***The mission of the worker's compensation fund is to account for all costs of worker's compensation claims.***

The city is responsible for paying the costs of eligible worker's compensation claims from employees. It has elected to be "self-insured," bearing the burden of normal costs.

Reinsurance is purchased to limit losses by individual case and, annually, in the aggregate.

The human resources department receives and forwards employee claims from departments to

an independent claims processor for professional case management.

This fund pays the eligible costs of training, lost time, medical and indemnity, claims processor, reinsurance and legal fees, if any.

Funds and departments are charged a user charge based on worker's compensation insurance principals to fund this activity.

The city currently has a self-insured retention of \$600,000 with a minimum aggregate retention of \$1,101,808

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## GOALS

1. Minimize worker's compensation claims through proper hiring, screening and employee safety training.
2. Provide supervisors with safety training so that, when accidents occur they protect the injured employee and record all pertinent circumstances regarding any potential claim.
3. Thoroughly review all accidents in the Safety Committee.
4. Vigorously oppose lawsuits arising from ineligible worker's compensation claims.
5. Create equitable worker's compensation charge rates to other funds to maintain a proper fund balance.

## OBJECTIVES

- Review and potentially recommend a policy for reserve levels. <sup>GOAL3</sup>

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

The self-insured retention is now \$600,000.

**Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	1,764,470	2,208,180	2,203,520	2,105,520	1,911,800	1,619,330
Revenues and transfers from other funds	912,620	897,890	853,300	810,940	770,690	732,460
Expenditures and transfers to other funds	468,910	902,550	951,300	1,004,660	1,063,160	1,127,410
Net Change in Net Assets	443,710	(4,660)	(98,000)	(193,720)	(292,470)	(394,950)
Ending Unrestricted Net Assets	2,208,180	2,203,520	2,105,520	1,911,800	1,619,330	1,224,380

**Revenues**

677.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	810,960	0	20	0	810,980
2011-2012 Actual	0	0	811,620	(680)	443,380	0	1,254,320
2012-2013 Actual	0	0	856,590	3,450	7,120	0	867,160
2013-2014 Original Budget	0	0	829,690	4,000	0	0	833,690
2013-2014 Adjusted Budget (Dec)	0	0	829,690	4,000	0	0	833,690
2013-2014 Six Month Actual	0	0	522,900	1,330	9,380	0	533,610
2013-2014 Estimated Year End	0	0	900,990	2,250	9,380	0	912,620
2014-2015 Dept Request	0	0	891,890	6,000	0	0	897,890
2014-2015 Manager's Budget	0	0	891,890	6,000	0	0	897,890
2014-2015 Approved Budget	0	0	891,890	6,000	0	0	897,890
2015-2016 Projected Budget	0	0	847,300	6,000	0	0	853,300
2016-2017 Projected Budget	0	0	804,940	6,000	0	0	810,940
2017-2018 Projected Budget	0	0	764,690	6,000	0	0	770,690
2018-2019 Projected Budget	0	0	726,460	6,000	0	0	732,460

## Expenditures

<b>677.871 WORKERS COMPENSATION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	654,270	0	0	460,260	0	1,114,530
2011-2012 Actual	458,290	0	0	502,610	0	960,900
2012-2013 Actual	325,110	0	0	143,610	0	468,720
2013-2014 Original Budget	500,000	0	0	333,690	0	833,690
2013-2014 Adjusted Budget (Dec)	500,000	0	0	333,690	0	833,690
2013-2014 Six Month Actual	145,750	0	0	56,980	0	202,730
2013-2014 Estimated Year End	315,000	0	0	153,910	0	468,910
2014-2015 Dept Request	750,000	0	0	152,550	0	902,550
2014-2015 Manager's Budget	750,000	0	0	152,550	0	902,550
2014-2015 Approved Budget	750,000	0	0	152,550	0	902,550
2015-2016 Projected Budget	780,000	0	0	171,300	0	951,300
2016-2017 Projected Budget	811,800	0	0	192,860	0	1,004,660
2017-2018 Projected Budget	845,500	0	0	217,660	0	1,063,160
2018-2019 Projected Budget	881,230	0	0	246,180	0	1,127,410

***The mission of the health care fund is to account for all employee and retiree health care costs.***

Effective April 2010, the city transitioned from an experienced rated contract to an administrative services contract (ASC) with Blue Cross Blue Shield (BCBS) of Michigan for healthcare for its employees and retirees. Under an ASC the city operates under a self-insured funded

arrangement making the city responsible for claims, fixed administrative fees and stop loss insurance. The city carries \$150,000 stop loss protection, administered on a per contract basis, rather than per family member. For certain retirees, the city continues to pay HAP insurance premiums as opposed to being self-insured. The city will continue to evaluate the option to create a wellness center for Royal Oak employees in partnership with local communities.

## GOALS

1. Perform all city operations as efficiently and effectively as possible.

## OBJECTIVES

- Establish a modest budget to support the Royal Oak Health and Wellness Committee.<sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Fund balance has grown in the three years since the inception of this self-insurance fund. Due to the significant percentage of retiree coverage (higher risk) and the short time that this fund has been in existence, it is prudent to hold a reserve in the fund. Additionally, with the federal cuts to Medicare planned in the Affordable Care Act, significantly rising costs for post 65 retirees is a major concern in addition to the future inflationary costs for healthcare. BCBS illustrative rates for fiscal year 14-15 are budgeted to increase approximately 10% for active employee. The stop loss rate has increased 20%. Nearly \$10.2 million is budgeted for active and retiree healthcare costs. Of the total, over 70% of the cost or \$7.1 million is for retirees! \$10,000 is budgeted for health & wellness committee's future initiatives and \$280,000 is budgeted for the collaborative health center.

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	5,145,565	6,472,385	6,252,385	5,961,235	5,580,375	5,145,325
Revenues and transfers from other funds	9,806,820	10,671,900	11,170,350	11,693,720	12,243,260	12,820,270
Expenditures and transfers to other funds	8,480,000	10,891,900	11,461,500	12,074,580	12,678,310	13,312,220
Net Change in Net Assets	1,326,820	(220,000)	(291,150)	(380,860)	(435,050)	(491,950)
Ending Unrestricted Net Assets	6,472,385	6,252,385	5,961,235	5,580,375	5,145,325	4,653,375



## Revenues

<b>678.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	9,370,010	0	0	9,370,010
2011-2012 Actual	0	0	0	9,972,170	0	0	9,972,170
2012-2013 Actual	0	0	0	9,603,780	0	0	9,603,780
2013-2014 Original Budget	0	0	0	10,189,380	0	0	10,189,380
2013-2014 Adjusted Budget (Dec)	0	0	0	10,189,380	0	0	10,189,380
2013-2014 Six Month Actual	0	0	0	4,733,200	0	0	4,733,200
2013-2014 Estimated Year End	0	0	0	9,806,820	0	0	9,806,820
2014-2015 Dept Request	0	0	0	10,671,900	0	0	10,671,900
2014-2015 Manager's Budget	0	0	0	10,671,900	0	0	10,671,900
2014-2015 Approved Budget	0	0	0	10,671,900	0	0	10,671,900
2015-2016 Projected Budget	0	0	0	11,170,350	0	0	11,170,350
2016-2017 Projected Budget	0	0	0	11,693,720	0	0	11,693,720
2017-2018 Projected Budget	0	0	0	12,243,260	0	0	12,243,260
2018-2019 Projected Budget	0	0	0	12,820,270	0	0	12,820,270

## Expenditures

<b>678.851 Medical</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	8,938,050	0	8,938,050
2011-2012 Actual	0	0	0	8,044,160	0	8,044,160
2012-2013 Actual	0	0	0	7,157,030	0	7,157,030
2013-2014 Original Budget	0	0	0	9,220,000	0	9,220,000
2013-2014 Adjusted Budget (Dec)	0	0	0	9,220,000	0	9,220,000
2013-2014 Six Month Actual	0	0	0	5,065,710	0	5,065,710
2013-2014 Estimated Year End	0	0	0	8,480,000	0	8,480,000
2014-2015 Dept Request	0	0	0	10,891,900	0	10,891,900
2014-2015 Manager's Budget	0	0	0	10,891,900	0	10,891,900
2014-2015 Approved Budget	0	0	0	10,891,900	0	10,891,900
2015-2016 Projected Budget	0	0	0	11,461,500	0	11,461,500
2016-2017 Projected Budget	0	0	0	12,074,580	0	12,074,580
2017-2018 Projected Budget	0	0	0	12,678,310	0	12,678,310
2018-2019 Projected Budget	0	0	0	13,312,220	0	13,312,220

***The mission of the general liability & property insurance fund is to account for all of the city's general liability and property insurance coverage activity.***

In a collaborative effort, the city works with the Michigan Municipal Risk Management Authority (MMRMA), a pooled organization under the laws of the State of Michigan to assist with risk management services and self-insurance protection from general liability, property coverage and crime loss.

The city has been a member of the pool since 1985. The city is bound by all of the provisions of the MMRMA's Joint Powers Agreement, coverage documents, MMRMA rules, regulations, and administrative procedures.

The city currently has a self-insured retention (SIR) of \$250,000 for general liability, \$15,000

for vehicle damage, 10% for property and crime up to \$100,000 and \$250,000 for limited sewage system overflow. Vehicle physical damage and property /crime and EMS/Fire replacement have a \$1,000 deductible.

The city has a stop loss of \$885,000. This limits the city's payments during the year for those costs falling within the city's SIR. The stop loss only responds to cumulative city SIR payments, including damages, indemnification, and allocated loss adjustment expenses within one year (June 1 to May 31).

Over the past seven years, the city has received over \$2 million in net asset distributions from the MMRMA. Of the \$2 million, \$404,637 was received in 2013, which was utilized to supplement the retention fund and pay claims.

### GOALS

1. To minimize general liability and property losses.

### OBJECTIVES

- To continue to focus on the implementation of a sidewalk replacement program as to minimize city losses and provide safer infrastructure.<sup>GOAL1</sup>

### Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:

Overall the MMRMA coverage increased 5.6%, mostly due to an increase in the number of officers with arrest power and an increase in the replacement value of covered assets.

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	977,872	978,622	980,722	982,822	984,922	987,022
Revenues and transfers from other funds	1,044,940	1,102,100	1,102,100	1,102,100	1,102,100	1,102,100
Expenditures and transfers to other funds	1,044,190	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000
Net Change in Net Assets	750	2,100	2,100	2,100	2,100	2,100
Ending Unrestricted Net Assets	978,622	980,722	982,822	984,922	987,022	989,122

## Revenues

<b>679.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	1,318,060	0	0	1,318,060
2011-2012 Actual	0	0	0	2,522,990	0	0	2,522,990
2012-2013 Actual	0	0	0	1,679,440	0	0	1,679,440
2013-2014 Original Budget	0	0	0	1,360,000	0	0	1,360,000
2013-2014 Adjusted Budget (Dec)	0	0	0	1,360,000	0	0	1,360,000
2013-2014 Six Month Actual	0	0	0	981,300	0	0	981,300
2013-2014 Estimated Year End	0	0	0	1,044,940	0	0	1,044,940
2014-2015 Dept Request	0	0	0	1,102,100	0	0	1,102,100
2014-2015 Manager's Budget	0	0	0	1,102,100	0	0	1,102,100
2014-2015 Approved Budget	0	0	0	1,102,100	0	0	1,102,100
2015-2016 Projected Budget	0	0	0	1,102,100	0	0	1,102,100
2016-2017 Projected Budget	0	0	0	1,102,100	0	0	1,102,100
2017-2018 Projected Budget	0	0	0	1,102,100	0	0	1,102,100
2018-2019 Projected Budget	0	0	0	1,102,100	0	0	1,102,100

## Expenditures

<b>679.881 General Liability and Property</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	2,044,060	0	2,044,060
2011-2012 Actual	0	0	0	1,467,300	0	1,467,300
2012-2013 Actual	0	0	0	1,031,260	0	1,031,260
2013-2014 Original Budget	0	0	0	1,360,000	0	1,360,000
2013-2014 Adjusted Budget (Dec)	0	0	0	1,360,000	0	1,360,000
2013-2014 Six Month Actual	0	0	0	980,910	0	980,910
2013-2014 Estimated Year End	0	0	0	1,044,190	0	1,044,190
2014-2015 Dept Request	0	0	0	1,100,000	0	1,100,000
2014-2015 Manager's Budget	0	0	0	1,100,000	0	1,100,000
2014-2015 Approved Budget	0	0	0	1,100,000	0	1,100,000
2015-2016 Projected Budget	0	0	0	1,100,000	0	1,100,000
2016-2017 Projected Budget	0	0	0	1,100,000	0	1,100,000
2017-2018 Projected Budget	0	0	0	1,100,000	0	1,100,000
2018-2019 Projected Budget	0	0	0	1,100,000	0	1,100,000



## **FIDUCIARY FUNDS**

A fiduciary fund is any fund held by a governmental unit in a fiduciary capacity.

Retirement (Pension) Fund - 731

Retiree Health Care Fund - 736

*The funding objective of the retirement (pension trust) fund is to actuarially determine and receive contributions which will accumulate as assets during members'*

*time of employment that will be sufficient to finance retirement pension benefits throughout the members (and beneficiaries) retirement years.*

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

As of the last actuarial valuation report dated June 30, 2013 the required employer contribution is approximately \$6.9 million (nearly \$2.8 million for general employees and \$4.1 million for police & fire). The full contribution is budgeted as required by law. The retirement system has a ratio of over two retirees/beneficiaries to one employee member. The complete actuarial valuation report is on the city's website.

## Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	124,075,185	132,888,755	138,078,915	143,564,265	149,363,275	155,495,535
Revenues and transfers from other funds	24,535,170	21,480,260	22,411,700	23,387,500	24,409,850	25,481,040
Expenditures and transfers to other funds	15,721,600	16,290,100	16,926,350	17,588,490	18,277,590	18,994,740
Net Change in Net Assets	8,813,570	5,190,160	5,485,350	5,799,010	6,132,260	6,486,300
Ending Unrestricted Net Assets	132,888,755	138,078,915	143,564,265	149,363,275	155,495,535	161,981,835

## Revenues

<b>731.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	29,211,670	109,200	0	29,320,870
2011-2012 Actual	0	0	0	6,587,410	41,070	0	6,628,480
2012-2013 Actual	0	0	0	21,357,700	3,700	0	21,361,400
2013-2014 Original Budget	0	0	0	21,020,290	0	0	21,020,290
2013-2014 Adjusted Budget (Dec)	0	0	0	21,020,290	0	0	21,020,290
2013-2014 Six Month Actual	0	0	0	18,727,800	16,990	0	18,744,790
2013-2014 Estimated Year End	0	0	0	24,514,110	21,060	0	24,535,170
2014-2015 Dept Request	0	0	0	21,480,260	0	0	21,480,260
2014-2015 Manager's Budget	0	0	0	21,480,260	0	0	21,480,260
2014-2015 Approved Budget	0	0	0	21,480,260	0	0	21,480,260
2015-2016 Projected Budget	0	0	0	22,411,700	0	0	22,411,700
2016-2017 Projected Budget	0	0	0	23,387,500	0	0	23,387,500
2017-2018 Projected Budget	0	0	0	24,409,850	0	0	24,409,850
2018-2019 Projected Budget	0	0	0	25,481,040	0	0	25,481,040

## Expenditures

<b>731.237 RETIREMENT</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	38,990	0	0	13,914,210	0	13,953,200
2011-2012 Actual	1,060	0	0	15,910,280	0	15,911,340
2012-2013 Actual	1,030	0	0	15,079,260	0	15,080,290
2013-2014 Original Budget	1,250	0	0	21,019,040	0	21,020,290
2013-2014 Adjusted Budget (Dec)	1,250	0	0	21,019,040	0	21,020,290
2013-2014 Six Month Actual	460	0	0	7,665,830	0	7,666,290
2013-2014 Estimated Year End	1,100	0	0	15,720,500	0	15,721,600
2014-2015 Dept Request	1,100	0	0	16,289,000	0	16,290,100
2014-2015 Manager's Budget	1,100	0	0	16,289,000	0	16,290,100
2014-2015 Approved Budget	1,100	0	0	16,289,000	0	16,290,100
2015-2016 Projected Budget	1,100	0	0	16,925,250	0	16,926,350
2016-2017 Projected Budget	1,100	0	0	17,587,390	0	17,588,490
2017-2018 Projected Budget	1,100	0	0	18,276,490	0	18,277,590
2018-2019 Projected Budget	1,100	0	0	18,993,640	0	18,994,740

The funding objective of the retiree healthcare trust fund is to actuarially determine and receive contributions which will accumulate as assets during members' time of employment that will be sufficient to finance retirement healthcare

benefits throughout the members (and beneficiaries) retirement years. The city currently is not making the entire annual contribution.

**Significant Revenue, Expenditure, Staff & Program Notes - Fiscal Year 2014-2015:**

As of the last actuarial valuation report dated June 30, 2012, the annual required contribution (ARC) for fiscal year beginning July 1, 2014 is \$10.9 million. The unfunded actuarial accrued liability is nearly \$113 million for retiree healthcare (\$53 million for general employees and \$60 million for police & fire). The amortized unfunded actuarial accrued liability is approximately \$9.8 million with a normal cost of \$1.1 million. The full ARC of \$10.9 million is budgeted to be collected from the various city funds in fiscal year 2014-15. A net improvement of \$3.5 million is budgeted to be made to the trust in fiscal year 2014-15. This is an improvement from the past few years, as the city had only contributed the pay-as-you-go amounts to the trust that in turn was paid-out to the self-insurance fund for retiree health care costs (net contribution of \$0 to the trust). Actuarial services are budgeted at \$18,000, as the OPEB valuation is performed every two years.

**Budget Summary**

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Unrestricted Net Assets	7,639,071	8,121,511	11,702,411	15,466,661	19,441,431	23,600,341
Revenues and transfers from other funds	8,207,710	11,564,170	12,107,320	12,677,630	13,276,450	13,905,210
Expenditures and transfers to other funds	7,725,270	7,983,270	8,343,070	8,702,860	9,117,540	9,516,050
Net Change in Net Assets	482,440	3,580,900	3,764,250	3,974,770	4,158,910	4,389,160
Ending Unrestricted Net Assets	8,121,511	11,702,411	15,466,661	19,441,431	23,600,341	27,989,501



## Revenues

<b>736.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	1,620,230	7,329,240	0	8,949,470
2011-2012 Actual	0	0	0	(590)	6,767,890	0	6,767,300
2012-2013 Actual	0	0	0	888,260	7,198,360	0	8,086,620
2013-2014 Original Budget	0	0	0	493,260	7,905,890	0	8,399,150
2013-2014 Adjusted Budget (Dec)	0	0	0	493,260	7,905,890	0	8,399,150
2013-2014 Six Month Actual	0	0	0	745,550	4,142,300	0	4,887,850
2013-2014 Estimated Year End	0	0	0	750,460	7,457,250	0	8,207,710
2014-2015 Dept Request	0	0	0	701,200	10,862,970	0	11,564,170
2014-2015 Manager's Budget	0	0	0	701,200	10,862,970	0	11,564,170
2014-2015 Approved Budget	0	0	0	701,200	10,862,970	0	11,564,170
2015-2016 Projected Budget	0	0	0	701,200	11,406,120	0	12,107,320
2016-2017 Projected Budget	0	0	0	701,200	11,976,430	0	12,677,630
2017-2018 Projected Budget	0	0	0	701,200	12,575,250	0	13,276,450
2018-2019 Projected Budget	0	0	0	701,200	13,204,010	0	13,905,210

## Expenditures

<b>736.860 RETIREE INSURANCE BENEFITS</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	6,438,820	0	6,438,820
2011-2012 Actual	0	0	0	6,950,460	0	6,950,460
2012-2013 Actual	0	0	0	7,589,000	0	7,589,000
2013-2014 Original Budget	0	0	0	8,399,150	0	8,399,150
2013-2014 Adjusted Budget (Dec)	0	0	0	8,399,150	0	8,399,150
2013-2014 Six Month Actual	0	0	0	3,836,800	0	3,836,800
2013-2014 Estimated Year End	0	0	0	7,725,270	0	7,725,270
2014-2015 Dept Request	0	0	0	7,983,270	0	7,983,270
2014-2015 Manager's Budget	0	0	0	7,983,270	0	7,983,270
2014-2015 Approved Budget	0	0	0	7,983,270	0	7,983,270
2015-2016 Projected Budget	0	0	0	8,343,070	0	8,343,070
2016-2017 Projected Budget	0	0	0	8,702,860	0	8,702,860
2017-2018 Projected Budget	0	0	0	9,117,540	0	9,117,540
2018-2019 Projected Budget	0	0	0	9,516,050	0	9,516,050



# **SUPPLEMENTAL INFORMATION**

## Building Authorities

- Library
- Court
- Parking Deck
- Fire

## City Property

## Biographies

- Elected Officials
- Management

## Glossary

## SEMCOG Community Profile

## Library Building Authority Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	0	0	130	260	2,580	618
Revenues and transfers from other funds	291,770	294,600	294,580	294,080	291,400	294,600
Expenditures and transfers to other funds	291,770	294,470	294,450	291,760	293,362	294,562
Net Change in Fund Balance	0	130	130	2,320	(1,962)	38
Ending Fund Balance	0	130	260	2,580	618	656

## Library Building Authority Revenues

570.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	290,140	0	290,140
2011-2012 Actual	0	0	0	0	289,170	0	289,170
2012-2013 Actual	0	0	0	0	292,850	0	292,850
2013-2014 Original Budget	0	0	0	0	291,890	0	291,890
2013-2014 Adjusted Budget (Dec)	0	0	0	0	291,890	0	291,890
2013-2014 Six Month Actual	0	0	0	0	48,570	0	48,570
2013-2014 Estimated Year End	0	0	0	0	291,770	0	291,770
2014-2015 Dept Request	0	0	0	0	294,600	0	294,600
2014-2015 Manager's Budget	0	0	0	0	294,600	0	294,600
2014-2015 Approved Budget	0	0	0	0	294,600	0	294,600
2015-2016 Projected Budget	0	0	0	0	294,580	0	294,580
2016-2017 Projected Budget	0	0	0	0	294,080	0	294,080
2017-2018 Projected Budget	0	0	0	0	291,400	0	291,400
2018-2019 Projected Budget	0	0	0	0	294,600	0	294,600

## Library Building Authority Expenditures

<b>570.790 LIBRARY BUILDING AUTH</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	290,140	290,140
2011-2012 Actual	0	0	0	0	289,160	289,160
2012-2013 Actual	0	0	0	0	292,850	292,850
2013-2014 Original Budget	0	0	0	0	291,890	291,890
2013-2014 Adjusted Budget (Dec)	0	0	0	0	291,890	291,890
2013-2014 Six Month Actual	0	0	0	0	48,570	48,570
2013-2014 Estimated Year End	0	0	0	0	291,770	291,770
2014-2015 Dept Request	0	0	0	0	294,470	294,470
2014-2015 Manager's Budget	0	0	0	0	294,470	294,470
2014-2015 Approved Budget	0	0	0	0	294,470	294,470
2015-2016 Projected Budget	0	0	0	0	294,450	294,450
2016-2017 Projected Budget	0	0	0	0	291,760	291,760
2017-2018 Projected Budget	0	0	0	0	293,362	293,362
2018-2019 Projected Budget	0	0	0	0	294,562	294,562

## Court Building Authority Budget Summary

	<b>2013-2014</b>	<b>2014-2015</b>	<b>2015-2016</b>	<b>2016-2017</b>	<b>2017-2018</b>	<b>2018-2019</b>
Beginning Fund Balance	0	0	0	0	0	0
Revenues and transfers from other funds	514,910	511,500	511,510	517,690	518,050	517,780
Expenditures and transfers to other funds	514,910	511,500	511,510	517,690	518,050	517,780
Net Change in Fund Balance	0	0	0	0	0	0
Ending Fund Balance	0	0	0	0	0	0

## Court Building Authority Revenues

<b>571.000 REVENUE</b>	<b>Taxes</b>	<b>Grants</b>	<b>Licenses, Charges and Fines</b>	<b>Interest and Contributions</b>	<b>Other</b>	<b>Transfers</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	516,500	0	516,500
2011-2012 Actual	0	0	0	0	519,900	0	519,900
2012-2013 Actual	0	0	0	0	512,700	0	512,700
2013-2014 Original Budget	0	0	0	0	514,910	0	514,910
2013-2014 Adjusted Budget (Dec)	0	0	0	0	514,910	0	514,910
2013-2014 Six Month Actual	0	0	0	0	94,860	0	94,860
2013-2014 Estimated Year End	0	0	0	0	514,910	0	514,910
2014-2015 Dept Request	0	0	0	0	511,500	0	511,500
2014-2015 Manager's Budget	0	0	0	0	511,500	0	511,500
2014-2015 Approved Budget	0	0	0	0	511,500	0	511,500
2015-2016 Projected Budget	0	0	0	0	511,510	0	511,510
2016-2017 Projected Budget	0	0	0	0	517,690	0	517,690
2017-2018 Projected Budget	0	0	0	0	518,050	0	518,050
2018-2019 Projected Budget	0	0	0	0	517,780	0	517,780

## Court Building Authority Expenditures

<b>571.136 COURT CONSTRUCTION</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	516,490	516,490
2011-2012 Actual	0	0	0	0	519,890	519,890
2012-2013 Actual	0	0	0	0	512,690	512,690
2013-2014 Original Budget	0	0	0	0	514,910	514,910
2013-2014 Adjusted Budget (Dec)	0	0	0	0	514,910	514,910
2013-2014 Six Month Actual	0	0	0	0	94,860	94,860
2013-2014 Estimated Year End	0	0	0	0	514,910	514,910
2014-2015 Dept Request	0	0	0	0	511,500	511,500
2014-2015 Manager's Budget	0	0	0	0	511,500	511,500
2014-2015 Approved Budget	0	0	0	0	511,500	511,500
2015-2016 Projected Budget	0	0	0	0	511,510	511,510
2016-2017 Projected Budget	0	0	0	0	517,690	517,690
2017-2018 Projected Budget	0	0	0	0	518,050	518,050
2018-2019 Projected Budget	0	0	0	0	517,780	517,780

## Parking Deck Building Authority Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance		0	0	3,750	7,500	11,250
Revenues and transfers from other funds	234,930	223,930	239,810	228,060	215,890	203,100
Expenditures and transfers to other funds	234,930	223,930	236,060	224,310	212,140	199,350
Net Change in Fund Balance	0	0	3,750	3,750	3,750	3,750
Ending Fund Balance	0	0	3,750	7,500	11,250	15,000

## Parking Deck Building Authority Revenues

572.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	245,550	0	245,550
2011-2012 Actual	0	0	0	0	229,700	0	229,700
2012-2013 Actual	0	0	0	0	218,940	0	218,940
2013-2014 Original Budget	0	0	0	0	239,810	0	239,810
2013-2014 Adjusted Budget (Dec)	0	0	0	0	239,810	0	239,810
2013-2014 Six Month Actual	0	0	0	0	69,710	0	69,710
2013-2014 Estimated Year End	0	0	0	0	234,930	0	234,930
2014-2015 Dept Request	0	0	0	0	223,930	0	223,930
2014-2015 Manager's Budget	0	0	0	0	223,930	0	223,930
2014-2015 Approved Budget	0	0	0	0	223,930	0	223,930
2015-2016 Projected Budget	0	0	0	0	239,810	0	239,810
2016-2017 Projected Budget	0	0	0	0	228,060	0	228,060
2017-2018 Projected Budget	0	0	0	0	215,890	0	215,890
2018-2019 Projected Budget	0	0	0	0	203,100	0	203,100

## Parking Deck Building Authority Expenditures

<b>572.570 PARKING DECK BLDG AUTHORITY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	30,180	245,550	275,730
2011-2012 Actual	0	0	0	30,180	229,690	259,870
2012-2013 Actual	0	0	0	26,750	218,930	245,680
2013-2014 Original Budget	0	0	0	30,180	209,630	239,810
2013-2014 Adjusted Budget (Dec)	0	0	0	30,180	209,630	239,810
2013-2014 Six Month Actual	0	0	0	0	69,710	69,710
2013-2014 Estimated Year End	0	0	0	26,750	208,180	234,930
2014-2015 Dept Request	0	0	0	26,750	197,180	223,930
2014-2015 Manager's Budget	0	0	0	26,750	197,180	223,930
2014-2015 Approved Budget	0	0	0	26,750	197,180	223,930
2015-2016 Projected Budget	0	0	0	26,750	209,310	236,060
2016-2017 Projected Budget	0	0	0	26,750	197,560	224,310
2017-2018 Projected Budget	0	0	0	26,750	185,390	212,140
2018-2019 Projected Budget	0	0	0	26,750	172,600	199,350



## Fire Building Authority Budget Summary

	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Beginning Fund Balance	0	0	0	3,940	7,055	7,370
Revenues and transfers from other funds	624,650	627,250	628,690	630,140	631,590	633,040
Expenditures and transfers to other funds	624,650	627,250	624,750	627,025	631,275	630,000
Net Change in Fund Balance	0	0	3,940	3,115	315	3,040
Ending Fund Balance	0	0	3,940	7,055	7,370	10,410

## Fire Building Authority Revenues

573.000 REVENUE	Taxes	Grants	Licenses, Charges and Fines	Interest and Contributions	Other	Transfers	Total
2010-2011 Actual	0	0	0	0	687,090	0	687,090
2011-2012 Actual	0	0	0	0	690,430	0	690,430
2012-2013 Actual	0	0	0	292,970	5,593,460	0	5,886,430
2013-2014 Original Budget	0	0	0	0	624,550	0	624,550
2013-2014 Adjusted Budget (Dec)	0	0	0	0	624,550	0	624,550
2013-2014 Six Month Actual	0	0	0	0	559,620	0	559,620
2013-2014 Estimated Year End	0	0	0	0	624,650	0	624,650
2014-2015 Dept Request	0	0	0	0	627,250	0	627,250
2014-2015 Manager's Budget	0	0	0	0	627,250	0	627,250
2014-2015 Approved Budget	0	0	0	0	627,250	0	627,250
2015-2016 Projected Budget	0	0	0	0	628,690	0	628,690
2016-2017 Projected Budget	0	0	0	0	630,140	0	630,140
2017-2018 Projected Budget	0	0	0	0	631,590	0	631,590
2018-2019 Projected Budget	0	0	0	0	633,040	0	633,040

## Fire Building Authority Expenditures

<b>573.336 FIRE BUILDING AUTHORITY</b>	<b>Personnel Services</b>	<b>Supplies</b>	<b>Capital</b>	<b>Other</b>	<b>Debt</b>	<b>Total</b>
2010-2011 Actual	0	0	0	0	687,090	687,090
2011-2012 Actual	0	0	0	0	690,430	690,430
2012-2013 Actual	0	0	0	5,257,970	628,460	5,886,430
2013-2014 Original Budget	0	0	0	0	624,550	624,550
2013-2014 Adjusted Budget (Dec)	0	0	0	0	624,550	624,550
2013-2014 Six Month Actual	0	0	0	0	559,620	559,620
2013-2014 Estimated Year End	0	0	0	0	624,650	624,650
2014-2015 Dept Request	0	0	0	0	627,250	627,250
2014-2015 Manager's Budget	0	0	0	0	627,250	627,250
2014-2015 Approved Budget	0	0	0	0	627,250	627,250
2015-2016 Projected Budget	0	0	0	0	624,750	624,750
2016-2017 Projected Budget	0	0	0	0	627,025	627,025
2017-2018 Projected Budget	0	0	0	0	631,275	631,275
2018-2019 Projected Budget	0	0	0	0	630,000	630,000

**Elected Officials**

**Mayor James B. Ellison**

Mr. Ellison became Royal Oak's 23rd Mayor in December 2003 and is serving his fifth two-year term. Mr. Ellison served as a city commissioner from 1991-1995. He currently sits on the planning commission and the Royal Oak Woodward Dream Cruise Committee. He previously served as chair of the traffic committee and as president of the Royal Oak Housing Commission. Mr. Ellison was named Royal Oak Citizen of the Year in 2002.

**Commissioner Peggy K Goodwin**

Ms. Goodwin is a long-time resident, advocate and award-winning business-person with three generations of her family in Royal Oak. She is a public affairs counselor with extensive experience working with federal, state, and local law enforcement on crime prevention, a Michigan Supreme Court Approved Mediator, and a licensed professional fundraiser. She holds a BA in public affairs, cum laude.

**Commissioner Kyle DuBuc**

Mr. DuBuc was elected in November of 2011 and has lived in the city since 2007. He currently works as a legislative director for an Oakland County law maker. Kyle earned a BA in community relations from Michigan State University.

**Commissioner David Poulton**

Mr. Poulton was elected to the city commission in November 2009. Mr. Poulton holds a bachelor's degree from the University of Michigan and a juris doctorate from Michigan State University. He operates his own law firm and is involved in numerous community organizations.

**Commissioner Michael Fournier**

Mr. Fournier was elected in November of 2011. He holds a BA from Michigan State University and a MBA from the University of Notre Dame. He has spent most of his professional career in financial and operational leadership roles.

**Commissioner Jeremy Mahrle**

Jeremy Mahrle was elected to the city commission in November, 2013. He is currently serving on the charter review committee, downtown plan task force, employee relations & suggestion committee, retirement board and rules committee.

**Commissioner Sharlan Douglas**

Mrs. Douglas was elected to the city commission in 2013. She holds a BA in journalism from Michigan State University. She currently owns Douglas Communications Group, a public relations and social marketing firm.

### **44<sup>th</sup> District Court Judge Derek Meinecke**

The Honorable Judge Meinecke was elected 44<sup>th</sup> District Court Judge in November 2012 with his term beginning in January 2013. In May 2013, Judge Meinecke was awarded the Public Service Leadership Award by the area agency on Aging 1-B. Prior to taking the bench, he spent over a decade as an assistant prosecuting attorney with the Oakland County Prosecutor's Office. Judge Meinecke served on the special victim's unit, prosecuting sexual assault, domestic violence, elder abuse and child abuse cases. Before joining the prosecutor's office, Judge Meinecke served as the law clerk to long-time 44<sup>th</sup> District Court Judge, Daniel Sawicki while completing his law degree at Wayne State University, where he graduated with honors. Judge Meinecke completed his undergraduate studies at Northwestern University where he majored in political science and history.

### **44<sup>th</sup> District Court Judge Terrence H. Brennan**

The Honorable Judge Terrance Brennan graduated from the University of Notre Dame with a B.B.A. in June, 1972 and was awarded his juris doctorate from the Detroit College of Law in May, 1977. Already employed by the 44<sup>th</sup> District Court as a judicial clerk/bailiff for the Honorable John R. Mann since January, 1977, he became an assistant city attorney for Royal Oak in January, 1978 and served in that position until 1981. He then left for private practice until his election as district judge where he has continuously served in that capacity since taking office on January 1, 1991.

## **Management**

### **City Manager Donald E. Johnson**

Mr. Johnson was officially appointed the city manager in July 2009. Prior to becoming city manager he was appointed as the Royal Oak Director of Finance in September 2005. Don started his career as a research analyst for the City of Southfield. He later served as finance director and treasurer

for the City of Wayne and director of finance for the City of Birmingham. He earned his master's degree in public administration from Cornell University after completing his bachelor of arts degree at Oakland University. In the 15 years directly before starting with Royal Oak, Don owned and managed a software firm which specialized in municipal applications.

### **Director of Finance Julie Jenuwine Rudd**

Ms. Rudd was hired in December 2009 as the director of finance. She has twenty years of municipal finance and operational experience. She was with the City of Sterling Heights for over ten years in numerous fiscal related positions and eight years with the City of Rochester Hills, including nearly five years as director of finance. She earned a bachelor's of science degree in accounting from Oakland University and a master's of science in taxation from Walsh College.

### **Assistant Finance Director / Controller**

Anthony DeCamp

Mr. DeCamp was selected to be the controller for the Royal Oak Finance Department in January 2008. He previously worked as a senior auditor for the Rehmann Group, where his assignments included auditing the City of Royal Oak. Tony is a C.P.A. and holds a bachelor's degree in professional accounting from Saginaw Valley State University

### **City Treasurer Sekar Bawa**

Mr. Bawa was appointed city treasurer in December 2013. Sekar has 17 years of finance experience at the City of Flint and 1 year of experience at the City of East Lansing. He possesses 7 years of prior public sector experience as the deputy accounts manager for the transportation company in India. Sekar is a Certified Public Accountant, Certified Internal Auditor and a Certified Management Accountant. He earned his bachelor of arts in economics degree from the Madras University, India.

**City Assessor James Geiermann**

The City of Royal Oak appointed Mr. Geiermann in June 2002. He came on board with a Level IV Certification in assessment administration and an associate degree in applied science from Monroe County Community College. Jim had six years as the commercial/industrial appraiser for the City of Novi, and another 11 ½ years for the Monroe County Equalization Department. Additionally, he provided many years of consultancy on assessments for Whiteford Township in Monroe County.

**44<sup>th</sup> District Court Administrator**

Gerald Tarchala

Mr. Tarchala was hired as the court administrator for the 44th District Court in July of 2009. Gerald has been with the 44th District Court for approximately 25 years. He is a graduate of Wayne State University and holds a law degree from the University of Detroit.

**Building Official Jason Craig**

Appointed in July 2006, Mr. Craig came to the City of Royal Oak after serving for four years as the deputy building official for the Township of Canton. Jason possesses a bachelor of Science degree in construction engineering from Eastern Michigan University.

**City Attorney David Gillam**

Mr. Gillam was named city attorney in October 2006. Dave received his juris doctorate from Wayne State University Law School in June of 1986. He then served as an assistant prosecuting attorney in the Oakland County Prosecutor's Office for nearly five years. In June of 1991, he began his City of Royal Oak career as deputy city attorney. He served in that position through December of 1998, when he moved into private practice with the Royal Oak law firm of Cooper, Shifman, Gabe, Quinn & Seymour. While in

private practice, he served as prosecuting attorney for the City of Novi, assistant city attorney for Pleasant Ridge, Hazel Park, and Lathrup Village, and assistant township attorney for Lyon Township. In December of 2003, he joined the municipal practice group at the Farmington Hills Office of Secrest Wardle, where he served as legal counsel for several communities in Oakland County, including Walled Lake, Novi, and Bloomfield Township. Following the former city attorney's retirement, Royal Oak retained Secrest Wardle as interim city attorney in November of 2005. Mr. Gillam was assigned day-to-day responsibility for the city's legal affairs at that time, and he served the city in that capacity until he formally rejoined the city.

**City Clerk Melanie Halas**

Ms. Halas is a Royal Oak native who was hired as an entry level clerk in August of 1995. Her dedication and hard work earned her a promotion to deputy city clerk in February 2000. In March of 2005 she obtained her Municipal Clerk Certification (CMC); in April of 2012 she received her Master Municipal Clerk Certification (MMC); and in April of 2014 she received her Certified Michigan Municipal Clerk Certification (CMMC). She is currently serving as President of the Oakland County Clerk's Association; In May of 2008 Ms. Halas was appointed to the city clerk's position with the full consensus of the city commission.

**City Engineer Matt Callahan PE**

Mr. Callahan was hired by the City of Royal Oak as a civil engineer III in 1996. He holds a bachelor of science degree in civil engineering from Michigan Tech and a master's degree in civil engineering from Wayne State University. He has a Professional Engineers (P.E.) license and is a member of the American Society of Civil Engineers.

**Director of Community Development**

Timothy Thwing

Mr. Thwing was promoted to director of planning in August 2001 after serving as deputy director of planning since October of 1996. He was first employed by the City of Royal Oak in October 1991 as a planner III. He earned his bachelor of science degree in urban planning from Michigan State University. Tim's previous experience with the City of Monroe, Monroe County and the City of Jackson ranged from assistant planner, associate planner, planner, and principal planner to acting director of planning

**Director of Recreation and Public Service**

Gregory Rassel

Mr. Rassel was promoted to the director of recreation and public service in August 2004 after serving in an "acting" position since March 2004. He had been selected from Florida originally, to be the superintendent of public works effective October 1997. Greg entered service with the City of Royal Oak possessing a bachelor of arts degree in economics from the University of Florida, master's in organizational management from University of Phoenix, has served thirty years (active and reserve) in the U.S. Marine Corps, a retired colonel in the reserves, and two years as the superintendent of fleet management for the City of Hollywood, Florida.

**Fire Chief Chuck Thomas**

Mr. Thomas has been serving as fire chief since June 2011. He was selected to be the assistant chief of the fire department in 2010. He has over 27 years with the City of Royal Oak including numerous years as a lieutenant/paramedic and sergeant/paramedic. He attended Wayne State University.

**Human Resource Director Mary Jo Di Paolo**

Ms. Di Paolo was appointed as human resource director in January 2005. She was hired in April 1999 as the human resource specialist. Mary Jo holds a bachelor of arts degree in journalism from Oakland University and obtained her master's degree in human resources from Central Michigan University. She has over six years of a full spectrum of human resource experience in the private sector.

**Library Director Mary Karshner**

Ms. Karshner became library director in 2010. She started at Royal Oak Public Library in 2002 and was promoted to head of youth and teen services in 2006. She received her master's degree in library science from Wayne State University. Her bachelor's degree is in economics from Michigan State University. Previous employment includes research positions at archeological excavations in England, Iran, Italy, and Spain; museum curator/local historian at St. Clair Shores Public Library; and Manuscripts Curator at the Burton Historical Collection, Detroit Public Library.

**Manager of Information Systems**

Scott Newman

Mr. Newman was promoted to the manager of information systems position in March 1992. Scott came to the City of Royal Oak in January 1985 as a computer programmer/operator and was promoted to programmer analyst III in August 1987. He has a bachelor of science degree in computer information systems from Ferris State College, and worked for General Motors at its tech center designing, developing and implementing financial computer systems for their payroll department. Scott currently serves as the city's representative on the intergovernmental cable communications authority consortium.

**Police Chief** Corrigan O'Donohue

Chief O'Donohue was named the interim police chief in March 2011. He has also served as a deputy chief, lieutenant, sergeant, and patrol officer with the Royal Oak Police Department. He is a graduate of Eastern Michigan University's Staff and Command School, the FBI National Academy and has a bachelor's degree in criminal justice from Eastern Michigan University. He is currently pursuing a master's degree in public administration from Eastern Michigan University. Prior to joining the Royal Oak Police Department, he served in the United States Marine Corps.

**Superintendent of Recreation.** Tod Gazetti

Mr. Gazetti was appointed the superintendent of recreation in October of 1998. Tod's bachelor's degree is in recreation and park administration from Wayne State University. Previously Tod was the assistant director of recreation for the cities of Rochester/Rochester Hills and held various positions in the cities of Clawson, Troy and Walled Lake Community Education.

## Supplemental Information – City Owned Property

Salt Shed	Lot - 3Rd & Williams	Park - Worden
Ice Arena Building - E Rink	Parking Deck - 5Th & Lafayette	Fire Station #3 - Rochester Rd
Ice Arena Building - W Rink	Lot - Woodward At Harrison	Starr House - 3123 Main
Center St Parking Structure	Lot - Woodward S Of Harrison	Fire Station #2 - Webster
4Th & Lafayette Pkg Structure	Land Under Roadways	Library/City Hall-211 Williams
Normandy Oaks Clubhouse	Park - 13&Main (Not Dedicated)	Vacant/Closed Street - Batavia
Normandy Oaks Maintenance Bldg	Park - Barton North	Vacant - Woodward & Hunter
Golf Course Clubhouse	Park - Barton South	1302 S Washington
Golf Course Pump House #1	Park - Bassett	319 W Kenilworth
Golf Course Pump House #2	Park - Beachwood	1306 S Washington
City Buildings	Park - Clawson	1312 S Washington
Soccer Dome	Park - Cummingston	1316 S Washington
Dept Of Publc Service Bldg	Park - Dickinson	1402 S Washington
Barricade Storage Building	Park - Dondero	Mdot Option Parcels
Animal Shelter	Park - Elks	5Th & Williams Properties
Police Station	Park - Exchange	Fire Station #1
Fire Station #1 (Troy St)	Park - Fernwood	Memorial Park
Fire Station #1 (Renovations)	Park - Franklin	Ice Arena Land
Fire Station #2 (Webster)	Park - Fred Pieper Optimist	Normandy Golf Course
Fire Station #4-Storage Bldg	Park - Fulton	Farmers Mkt - Land
Mahany/Meininger Center	Park - Grant	Farmers Mkt - Prkng Lot
Orson Starr House	Park - Gunn Dyer	S. Washington Twp
Orson Starr House Garage	Park - Hudson	1332 S. Washington
Memorial Prk-Storage Bldg	Park - Huntington Woods	Courthouse Land
Memorial Park-Restroom Bldg	Park - Kenwood	Land - 600 Fernwood
Memorial Park-Press Box	Park - Lawson	Lot-600 S. Main & 700 S. Main
Memorial Park-Press Box	Park - Lockman	
Memorial Park-Concession Bldg	Park - Maddock	
Memorial Park-Restroom Bldg	Park - Marais-Dickie Putman	
Memorial Park-Press Box	Park - Mark Twain	
Ro Club Maintenance Bldg	Park - Marks	
Salter Community Center	Park - Maudlin	
Farmers Mkt - Bldg	Park - Meininger	
6 & Lafayette Parking Deck	Park - Miller	
Fire Station #3 (Rochester)	Park - Pioneer	
Fire Station #4 (Woodward)	Park - Quickstad	
Library	Park - Reactor	
Golf Course Cart Storage Facility	Park - Red Run	
Courthouse	Park - Rotary	
Land (For 606 Lloyd Property)	Park - Starr Jc	
Rr R/W Forestdale & Cedar Hill	Park - Sullivan	
Rr R/W Woodsboro Park	Park - Upton	
Lot - Crooks & Main	Park - Vfw	
Lot - Gardenia & Main	Park - Wagner	
Lot - 11 Mile & Troy	Park - Waterworks	
Lot - Farmers Mkt	Park - Wendland	
Lot - Post Office	Park - Westwood	
Lot – Troy St.	Park - Whittier	
Parking Deck - 4Th & Lafayette	Park - Woodsboro	



## Glossary

**Accrual basis:** Accrual basis accounting recognizes transactions when they occur, regardless of the timing of related cash flows. The application of accrual accounting techniques prevents distortions in financial statement representations due to shifts in the timing of cash flows and related underlying economic events near the end of a fiscal period.

**ACORN:** The ACORN fund accounts for the receipt and use of donations to the City to be used for a public purpose. Name changed to ROOTS.

**Activity:** Specific and distinguishable service performed by one or more organizational components of the City to accomplish a function for which the City is responsible.

**Adjacent Generational Exchange (A.G.E.):** The A.G.E. budget, using a Beaumont Hospital grant, funds a Volunteer Coordinator to recruit, train and place volunteers to serve senior citizen needs. The volunteers assist City staff with programming at both Community Centers. In the community, volunteers provide senior citizens with meals, assistance and transportation.

**Americans with Disabilities Act (ADA):** A law to provide a clear and comprehensive national mandate for the elimination of discrimination against individuals with disabilities, to ensure the facilities, policies, and programs of public entities and their accommodations are equally accessible to the disabled.

**Agency fund:** A fund used to account for assets held by the City as an agent for individuals, private organizations, other governments and/or other funds.

**Appropriation:** An authorization granted by a legislative body to incur obligations and to expend public funds for a stated purpose.

**Appropriation budget:** The official resolution by the City Commission establishing the legal authority for the City to incur obligations and to expend public funds for a stated purpose.

**Annual Required Contribution (ARC):** Term used in connection with defined benefit pension and other postemployment benefit plans to describe the amount an independent actuary has determined the employer should contribute in a given year.

**Assessed Value (AV):** The basic value of property assigned by an assessor. It is used for an individual parcel and in the aggregate for the City as whole. Pursuant to Michigan's laws and regulations, assessed value is 50% of market value at December 31st.

**Balanced budget:** A budget in which estimated revenues, transfers-in and use of fund balance are equal to or greater than estimated expenditures and transfers-out.

### **Bargaining Units for Full-Time Employees:**

*Executive Department Heads* (City Assessor, City Treasurer, City Clerk, Police Chief, Fire Chief, plus Directors of Finance, Recreation & Public Service, Human Resource, and Assistant Finance Director) are not represented.

The *Department Head and Deputy Department Head Association* is the local bargaining association including Department Heads not included above, Deputy Department Heads, Managers and Superintendents.

The *Professional and Technical Employees Association* (Pro-Tech) is the local bargaining association representing certain professional, specialist and supervisory employees.

The *American Federation of State, County and Municipal Employees* (AFSCME) Local #2396 of Michigan Council #25 is the union representing certain inspectors, officers, librarians, and all clerical employees except confidential secretaries.

The *Professional Fire Fighters Local #431*, affiliated with the Michigan Professional Firefighters Union and the International Association of Fire Fighters AFL-CIO, includes all uniformed fire fighting and fire prevention personnel.

The *Royal Oak Police Command Officers Association* (ROCOA) is the local bargaining association, represented by the Police Officer's Labor Council, including Sergeant and Lieutenant ranks.

The *Royal Oak Police Officers Association* (ROPOA) is the local bargaining association representing Police Officers, Police Service Aides and part-time Parking Enforcement Officers.

The *Royal Oak Detectives' Association*, represented by the Labor Council Michigan Fraternal Order of Police, includes all employees with the rank of Detective.

The *Foreman and Supervisors' Association* is the local bargain association representing Public Works Supervisors.

The *Service Employees' International Union AFL-CIO Local 517M (SEIU)* is the union representing hourly employees of the Department of Recreation and Public Service.

**Brownfield:** The site(s) or legally defined area(s) meeting the eligibility requirements of the Brownfield Development Act as environmentally contaminated, functionally obsolete or blighted areas.

**Brownfield Development Authority (BRA):** The board to investigate potential brownfield sites and plan and finance their redevelopment. BRAs may use tax increment financing (TIF), per Public Act 381 of 196 as amended, to capture local property taxes and school taxes if approved.

**Business-type activity:** Business-type activities are financed in whole or in part by fees charged to external parties for goods and services. These activities are usually reported in enterprise funds which follow essentially the same accounting rules as a private enterprise.

**Capital assets:** Capital assets are tangible and intangible assets that will be of use for three or more years and have a cost greater than \$10,000. Typical examples are land, buildings, building improvements, streets, water and sewer lines, vehicles, machinery, equipment, and easements.

**Capital projects fund:** A fund to account for the development of municipal capital facilities.

**Capital improvement budget:** A capital improvement budget plans and prioritizes acquisition of or major repair to long-lived assets, such as infrastructure. This budget typically has a long-term outlook where a project can span a several year period. (see Operating Budget)

**Community Development Block Grant (CDBG):** This is a federally funded program to assist communities in the expansion and improvement of community services, to develop and improve neighborhoods, and to restore and preserve property values.

**Contingency:** An estimated amount of funds needed for contingent or emergency purposes.

**Debt service fund:** A fund to account for the accumulation of resources for and the payment of, general long-term debt principal and interest.

**Defeasance:** In financial reporting, the netting of outstanding liabilities and related assets on the statement of position. Defeased debt is no longer reported as a liability on the face of the statement of position. Most refundings result in the defeasance of the refunded debt.

**Deficit:** An excess of liabilities and reserves of a fund over its assets.

**Depreciation:** Depreciation is the accrual accounting concept using various methods to expense the capitalized cost of an asset over its estimated useful life.

**Downtown Development Authority (DDA):** The City Commission created the Downtown Development District and the DDA board (also the Authority) to administer it on November 1, 1976. The DDA Act (P.A. 175 of 1975 as amended) is designed to resist blight and be a catalyst in the development of a downtown.

DDAs have a variety of funding options. Royal Oak's DDA primarily uses development bonds and tax increment financing (TIF) to fund its development plan. It levies a district tax millage for its staffing operations. Projects to date include downtown marketing, streetscape improvements,

public parking, the district court building, and other public infrastructure improvements.

**Downtown Development District (DDD):** The legal area created on November 1, 1976 by the City Commission, originally bounded by Eleven Mile Road and Troy, Lincoln and West Streets. The district has been amended three times.

**Department of Public Service (DPS):** The DPS combines many divisions that provide direct service to residents. This enables a coordinated effort in maintaining the city's infrastructure, planning for special events, and addressing emergencies such as water main breaks or severe weather conditions

**Emergency Medical Service (EMS):** The Fire Department provides advanced and basic emergency medical services typically with a rescue unit or ambulance.

**Enterprise fund:** A fund established to account for operations that are financed and operated in a manner similar to a private business, i.e., the intent of the governing body is that the cost of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Water & sewer is an example of an enterprise fund.

**Expenditure:** The cost of goods delivered and services rendered whether paid or unpaid.

**Expenditure object:** An expenditure object is a specific classification of expenditure accounts which includes a number of related accounts determined by the type of goods and services to be purchased. For example, the personnel services expenditure object includes the wages account as well as all fringe benefit accounts. Expenditure objects include personnel services, supplies, other charges, capital outlays, debt service, and transfers out.

**Final Average Compensation (FAC):** An average of an employee's annual wages used in the calculation of their retirement benefit.

**Fiscal Year (FY):** The 12 month period, July 1 to June 30, to which the annual operating budget applies and, at the end of which, financial position and the results of operations are determined.

**Full-Time Equivalent (FTE):** A method to convert part-time hours worked to that of a full-time worker in a like position based on 2080 hours per year.

**Function:** Groups of related activities aimed at accomplishing a major service or regulatory program for which the City is responsible.

**Fund:** Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions, activities or objectives with special regulations, restrictions, or limitations. (e.g. major street fund). A fund is a self-balancing set of accounts recording financial resources with all related liabilities resulting in equities or balances. The accounts of the city are organized on the basis of funds and account groups in order to report on its financial position and results of its operations.

**Fund balance:** The difference between assets and liabilities reported in a governmental fund.

**Generally Accepted Accounting Principals (GAAP):** Conventions, rules and procedures that serve as the norm for the fair presentation of financial statements.

**General Fund:** The city's major operating fund to account for all financial resources except those accounted for in another fund.

**Government-type activities:** Activities typically supported by taxes, intergovernmental revenues or other non-exchange revenue. The general, special revenue, debt service, capital project, internal service and permanent funds are governmental activities.

**Government Finance Officers Association (GFOA):** The GFOA of the United States and Canada is a professional organization of public officials united to enhance and promote the professional management of governmental financial resources by identifying, developing and advancing fiscal strategies, policies and practices for public benefit.

**Industrial Facilities Tax (IFT):** An exemption from property tax allowed to eligible industrial facilities in Michigan.

**Infrastructure:** Long-lived capital assets that normally are stationary in nature and normally can be preserved for significantly greater number of years than most capital assets. Examples of infrastructure assets include roads, bridges, tunnels, drainage systems, water and sewer systems, and lighting systems.

**Interfund transfers:** Flows of assets (such as cash or goods) between funds and blended components of the primary government without equivalent flows of assets in return or without a requirement for payment.

**Internal service funds:** Internal service funds are used to account for the financing of goods and services provided by one department or agency to other departments or agencies of the governmental unit on a cost reimbursement basis. These funds use the flow of economic resources for measurement purposes and the full accrual basis of accounting. Included in this category are the information services, motor pool and worker's compensation funds.

**Industrial Waste Charge (IWC):** A surcharge placed by the City of Detroit on certain non-residential sewer accounts to pay to remove the level of waste (e.g. grease from restaurants) above normal residential use.

**Line item budget:** A budget which emphasizes allocations of resources to given organizational units for particular expenditures, such as, salaries, supplies services, and equipment. Line item budgets may be organized to provide accountability at varying levels, such as on department, division, or agency levels. The City of Royal Oak adopts budgets on a "function" level.

**Modified accrual accounting:** This basis of accounting recognizes revenues in the accounting period in which they are both measurable and available to finance expenditures. Expenditures are generally recognized in the accounting period in which they are both measurable and incurred.

**Michigan Municipal Risk Management Authority (MMRMA):** A risk pool program

providing a risk-sharing management program for local units of government in Michigan. Member premiums are used to purchase excess property/casualty insurance coverage and to establish a member's loss fund. The loss fund is used to pay self-insured retention portion of the member's claims.

**Net assets:** The difference between assets and liabilities of assets and liabilities of proprietary funds. Net assets may be further divided into unrestricted and restricted amounts like constraints of legislation or external parties, trust amounts for pensions or pools, or other purposes like invested in capital assets, net of related debt.

**Object (of expenditure):** In the context of the classification of expenditures, the article purchased or the service obtained, rather than the purpose for which the article or service was purchased or obtained (e.g., personal services, contractual services, materials and supplies).

**Operating budget:** The operating budget is the authorized revenues and expenditures for on-going municipal services and is the primary means by which government is controlled. The life span of an operating budget typically is one year. Personnel costs, supplies, and other charges are found in an operating budget. A capital budget typically has a long term outlook where a project can span a several year period.

**Occupational Safety and Health Administration (OSHA):** The agencies in state and federal government that oversee the workplace environment to ensure it is safe for workers.

**Other Postemployment Benefits (OPEB):** Other postemployment benefits (OPEB) include postemployment benefits provided separately from a pension plan, especially retiree healthcare benefits.

**Other charges:** An expenditure object within an activity which includes professional services, utilities, rents, and training for example.

**Personnel services:** An expenditure object within an activity which includes payroll and all fringe benefits.

**Revenue:** The income of the City used to fund operations. Typical revenue examples are taxation, licenses and permits, inter-governmental (e.g. state grants), charges for goods and services, fines and forfeitures, contributions and donations, reimbursements, interest and rents, and gains on the sale of investments or disposal of capital assets.

**Refunding:** Issuance of new debt whose proceeds are used to repay previously issued debt. The proceeds may be used immediately for this purpose (a current refunding), or they may be placed with an escrow agent and invested until they are used to pay principal and interest on the old debt at a future time (an advance refunding).

**Royal Oak Opportunity to Serve (ROOTS):** A City committee formed to receive any money or property deemed by donor for city use.

**Royal Oak Senior Essential Services (R.O.S.E.S.):** R.O.S.E.S. is a local program providing contract workers to provide home chores, minor home repairs and personal care to senior citizens, age 60 and over, and permanently handicapped adults. Low income senior citizens may be able to qualify for a CDBG subsidy. Administrative fees from clients, donations and CDBG grants pay for R.O.S.E.S. aides.

**State Equalized Value (SEV):** It is the function of the Michigan State Tax Commission to establish and maintain uniformity between counties by establishing the value of the total of each classification in each county. The State Equalized Valuation of an individual parcel of real property is that parcel's final value in the assessment process. Normally SEV equals Assessed Value (AV) when measurement and professional standards are properly applied. (see AV, TV)

**Southeastern Oakland County Resource Recovery Authority (SOCRRA):** The intergovernmental organization, serving 12 municipalities in the southeastern region of Oakland County, that provides for collection and disposal of solid waste as well as the handling of yard waste, compost and recyclables.

**Southeastern Oakland County Water Authority (SOCWA):** The intergovernmental organization,

serving 11 communities in the southeastern region of Oakland County, that purchases water from the Detroit Water and Sewerage Department and stores and/or pumps it to each member unit.

**Special assessment:** Amounts levied against certain properties to defray all or part of the cost of a specific capital improvement or service deemed to benefit primarily those properties.

**Special revenue fund:** A fund to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes. The library fund, the major street fund and the local street fund are examples of special revenue funds.

**Supplies:** An expenditure object within an activity which includes all goods that have a useful life of less than three years and cost less than \$2,500.

**Surplus:** An excess of the assets of a fund over its liabilities and reserves.

**Transmittal letter:** A concise written policy and financial overview of the City as presented by the City Manager. It notes the major changes in priorities or service levels from the current year and the factors leading to those changes. It articulates the priorities and key issues for the new budget period. It identifies and summarizes major financial factors and trends affecting the budget, such as economic factors; long-range outlook; significant changes in revenue collections, tax rates, or other changes; current and future debt obligations; and significant use of or increase in fund balance or retained earnings.

**Transfers-in/out:** A legally authorized funding transfer between funds in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

**Trust & agency fund:** Trust & agency funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, organizations, other governments or other funds. These include the Employees' Retirement System and the agency funds.

**Tax Increment Financing (TIF):** Financing secured by the anticipated incremental increase

in tax revenue, resulting from the redevelopment of an area, or the funding on a current basis of pay-as-you-go improvements or operations. The TIF Authority (TIFA) board creates the TIF plan, carries out the projects and collects the incremental taxes to pay its costs. TIFAs may capture local taxes but not school taxes.

**Tax millage rate:** Tax millage rates are expressed in dollars per thousand dollars of taxable value. A tax rate of 10 mills means \$10/1,000 or \$0.010 x Taxable Value. (see TV)

**Taxable Value (TV):** Taxable Value is the base for calculating a taxable parcel's property tax in Michigan. Property tax equals Taxable Value multiplied by the tax millage rate. Taxable Value is calculated to limit growth in property taxes to a parcel's State Equalized Value or to 5% a year or less depending on inflation. Michigan's 1994

Proposal A Constitutional amendment and related legislation govern its application. (see AV and SEV)

**Unreserved fund balance:** The balance of net financial resources that is spendable or available for appropriation, or the portion of funds balance that is not legally restricted.

**Water & Sewer fund:** This enterprise fund accounts for the operation of a combined water & sewer system. The revenues consist of charges for services from city businesses and residences which are used to pay for all water and sewer related expenses.





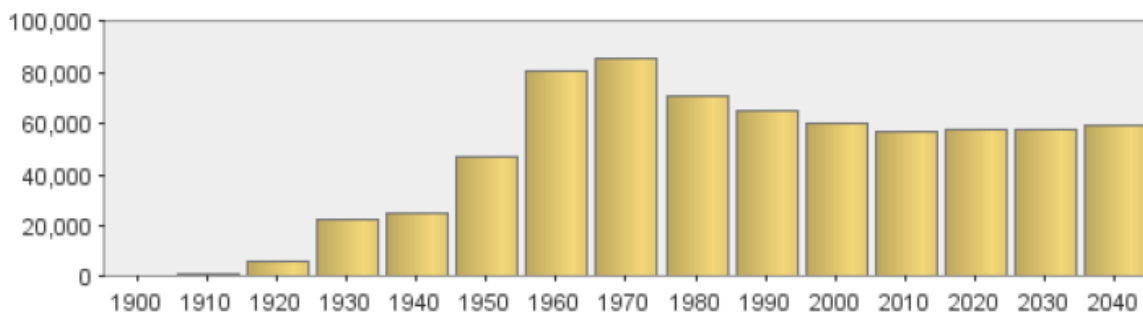
## City of Royal Oak

211 S Williams St  
Royal Oak, MI 48067-2634  
<http://www.romi.gov>



Census 2010 Population: 57,236  
Area: 11.8 square miles

### Population Forecast



Note for Royal Oak: Incorporated in 1927 from Village of Royal Oak. Population numbers prior to 1927 are of the village.

Source: U.S. Census Bureau and  
SEMCOG 2040 Forecast produced in 2012.

↑ - Move cursor over chart to view population numbers

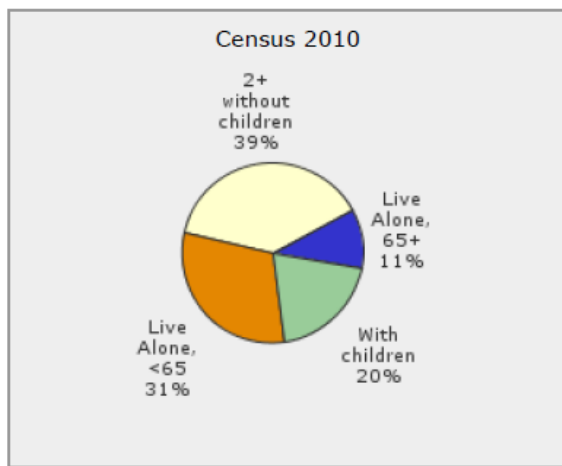
Population and Households	Census 2010	Change 2000-2010	Pct Change 2000-2010	SEMCOG Dec 2013	SEMCOG 2040
Total Population	57,236	-2,826	-4.7%	59,739	59,105
Group Quarters Population	404	-102	-20.2%	404	497
Household Population	56,832	-2,724	-4.6%	59,335	58,608
Housing Units	30,207	265	0.9%	30,363	-
Households (Occupied Units)	28,063	-817	-2.8	29,499	28,480
Residential Vacancy Rate	7.1%	3.6%	-	2.8%	-
Average Household Size	2.03	-0.04	-	2.01	2.06

Components of Population Change	Annual Average	
	2000-2005	2006-2010
Natural Increase (Births - Deaths)	222	292
Births	766	942
Deaths	544	651
Net Migration (Movement In - Movement Out)	-1,029	11
Population Change (Natural Increase + Net Migration)	-807	303

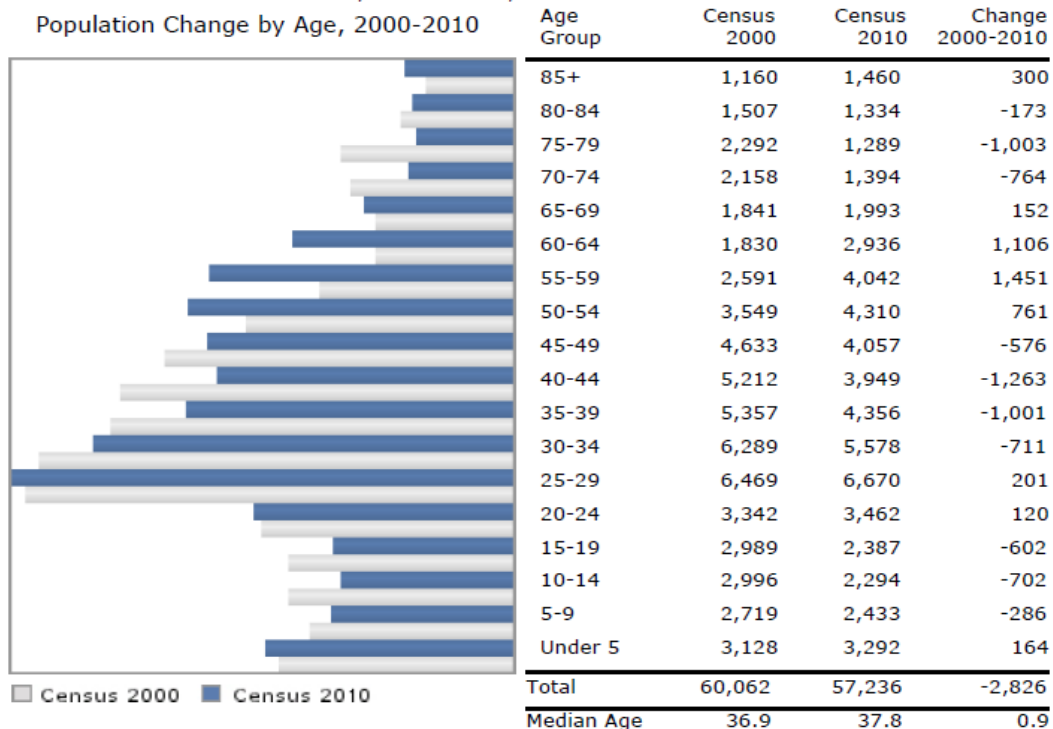
Source: Michigan Department of Community Health  
Vital Statistics, U.S. Census Bureau, and SEMCOG.

## Demographics

Household Types

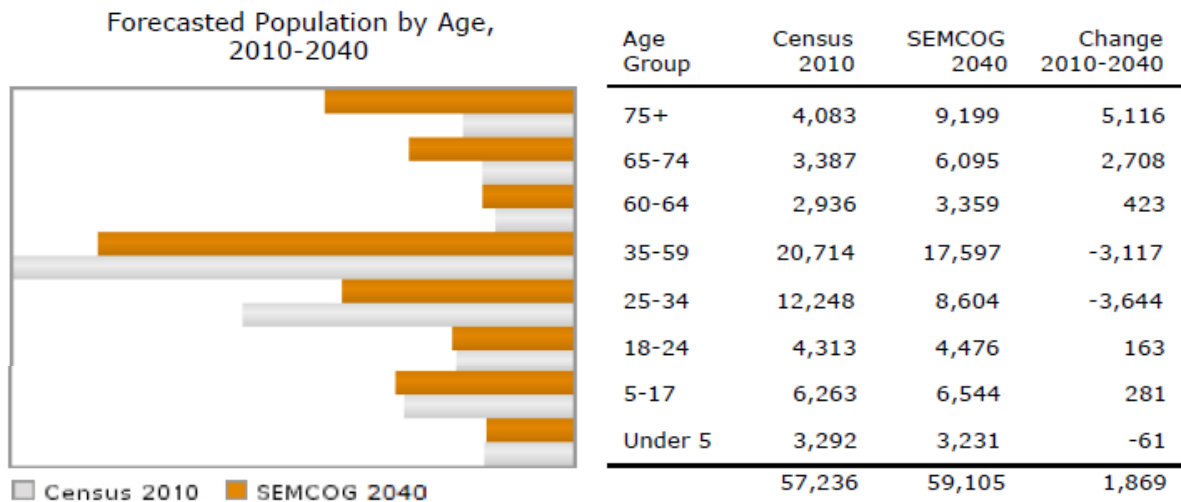


Household Types	Census 2000	Census 2010	Pct Change 2000-2010
With seniors 65+	6,609	5,732	-13.3%
Without seniors	22,271	22,331	0.3%
Two or more persons without children	10,856	10,824	-0.3%
Live alone, 65+	3,337	2,999	-10.1%
Live alone, under 65	8,456	8,620	1.9%
With children	6,231	5,620	-9.8%
Total Households	28,880	28,063	-2.8%





## Supplemental Information – SEMCOG Community Profile

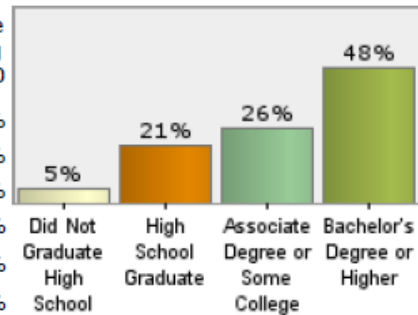


Senior and Youth Population	Census 2000	Census 2010	Pct Change 2000-2010	SEMCOG 2040	Pct Change 2010-2040
65 and over	8,958	7,470	-16.6%	15,294	104.7%
Under 18	10,695	9,555	-10.7%	9,775	2.3%
5 to 17	7,567	6,263	-17.2%	6,544	4.5%
Under 5	3,128	3,292	0.3%	3,231	-1.9%

Note: Population by age changes over time because of the aging of people into older age groups, the movement of people, and the occurrence of births and deaths.

Race and Hispanic Origin	Census 2000		Census 2010		Percentage Point Chg 2000-2010
Non-Hispanic	59,281	98.7%	55,896	97.7%	-1.0%
White	56,421	93.9%	50,975	89.1%	-4.9%
Black	910	1.5%	2,399	4.2%	2.7%
Asian	935	1.6%	1,339	2.3%	0.8%
Multi-Racial	756	1.3%	969	1.7%	0.4%
Other	259	0.4%	214	0.4%	-0.1%
Hispanic	781	1.3%	1,340	2.3%	1.0%
<b>Total Population</b>	<b>60,062</b>	<b>100.0%</b>	<b>57,236</b>	<b>100.0%</b>	<b>0.0%</b>

Highest Level of Education*	5-Yr ACS 2010	Percentage Point Chg 2000-2010
Graduate / Professional Degree	18.9%	4.9%
Bachelor's Degree	28.8%	2.9%
Associate Degree	6.9%	0.6%
Some College, No Degree	19.4%	-3.0%
High School Graduate	20.6%	-2.3%
Did Not Graduate High School	5.4%	-3.1%



\* Population age 25 and over

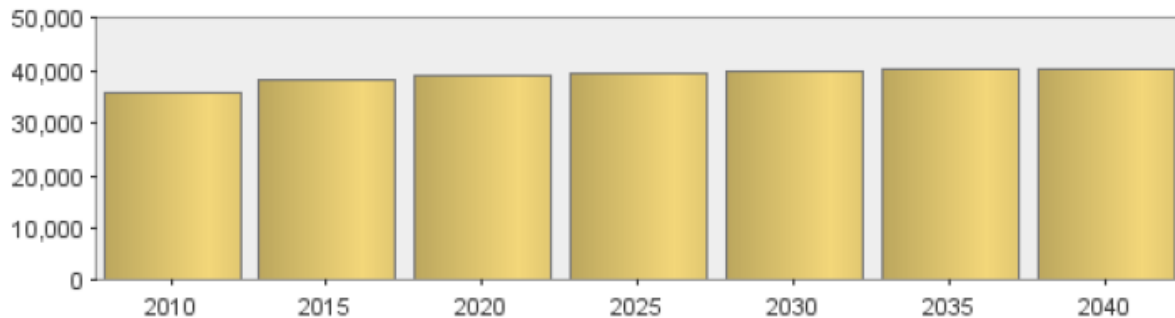
## Source Data

[SEMCOG - Detailed Data](#)

[Michigan Department of Community Health - Vital Statistics](#)

[U.S. Census Bureau - American FactFinder](#)

### Job Forecast



If any five-year interval employment numbers from 2010-2040 are not shown, the numbers were blocked for confidentiality reasons.

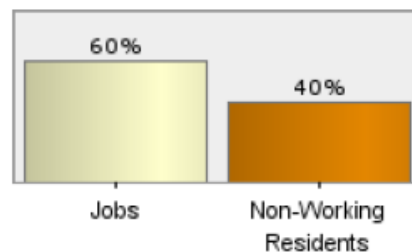
Source: SEMCOG 2040 Forecast produced in 2012.

- Move cursor over chart to view employment numbers

Forecasted Jobs by Industry	SEMCOG 2010	SEMCOG 2040	Change 2010-2040
Natural Resources, Mining, & Construction	1,064	1,475	411
Manufacturing	1,166	1,113	-53
Wholesale Trade, Transportation, Warehousing, & Utilities	1,232	1,195	-37
Retail Trade	2,890	2,583	-307
Knowledge-based Services	4,995	5,593	598
Services to Households & Firms	4,235	5,240	1,005
Private Education & Healthcare	15,062	17,895	2,833
Leisure & Hospitality	3,321	3,492	171
Government	1,790	1,937	147
<b>Total</b>	<b>35,755</b>	<b>40,523</b>	<b>4,768</b>

Further notes and definitions are available for the 2040 Forecast. [Learn more](#)

Daytime Population	SEMCOG and ACS 2010
Jobs	35,755
Non-Working Residents	23,554
Age 15 and under	7,541
Not in labor force	13,547
Unemployed	2,466
<b>Daytime Population</b>	<b>59,309</b>



Note: The number of residents attending school outside of Royal Oak are not available. Likewise, the number of students commuting into Royal Oak to attend school is also not known.

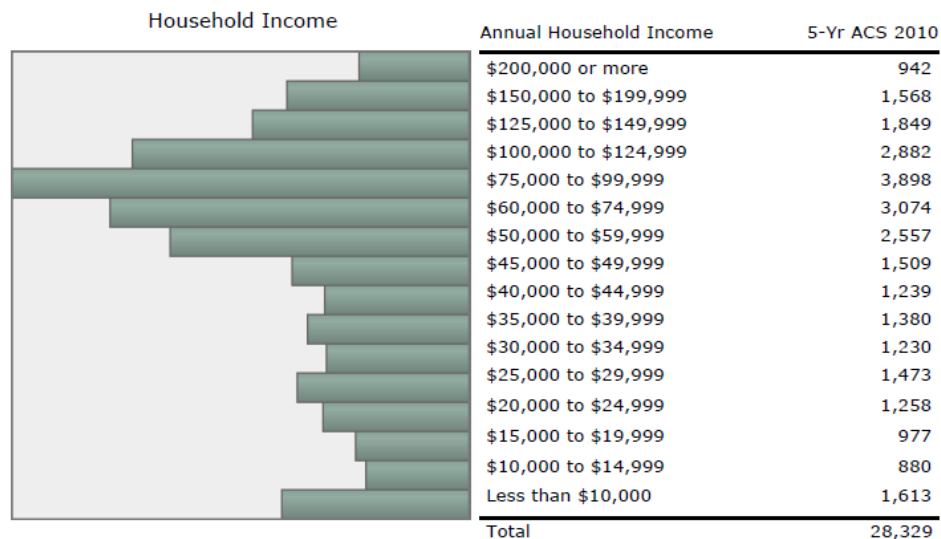
## Supplemental Information – SEMCOG Community Profile

Where Workers Commute From *		5-Yr ACS 2010	
		Workers	Percent
1	Royal Oak	6,005	19.8%
2	Detroit	2,040	6.7%
3	Troy	1,425	4.7%
4	Sterling Heights	1,330	4.4%
5	Madison Heights	1,285	4.2%
6	Southfield	1,105	3.6%
7	Warren	1,000	3.3%
8	Berkley	910	3.0%
9	Rochester Hills	845	2.8%
10	Ferndale	825	2.7%
-	Elsewhere	13,512	44.6%
* Workers, age 16 and over, employed in selected communities		30,282	100.0%

### Resident Population

Where Residents Work *		5-Yr ACS 2010	
		Workers	Percent
1	Royal Oak	6,005	18.3%
2	Detroit	3,895	11.9%
3	Troy	3,285	10.0%
4	Southfield	2,660	8.1%
5	Madison Heights	1,285	3.9%
6	Warren	1,250	3.8%
7	Birmingham	1,230	3.8%
8	Farmington Hills	960	2.9%
9	Auburn Hills	955	2.9%
10	Dearborn	835	2.5%
-	Elsewhere	10,407	31.8%
* Workers, age 16 and over, residing in selected communities		32,767	100.0%

Income	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median Household Income (in 2010 dollars)	\$ 60,184	\$ -8,207	-12.0%
Per Capita Income (in 2010 dollars)	\$ 37,095	\$ -3,467	-8.5%



## Supplemental Information – SEMCOG Community Profile

Poverty	Census 2000		5-Yr ACS 2010		Percentage Point Chg 2000-2010
Persons in Poverty	2,550	4.3%	3,893	6.8%	2.6%
Households in Poverty	1,331	4.6%	2,156	7.6%	3.0%

### Source Data

[SEMCOG - Detailed Data](#)

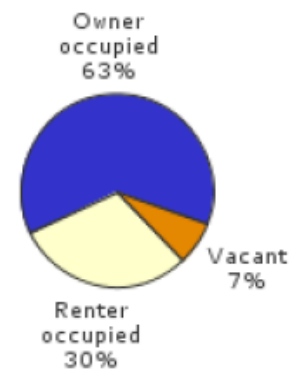
[U.S. Census Bureau - American FactFinder](#)

[U.S. Census Bureau - MCD/County Worker Flow Data](#)

Housing Type	Census 2000	5-Yr ACS 2010	Change 2000-2010	New Units Permitted 2010-2014
Single Family Detached	20,179	20,701	522	270
Duplex	902	653	-249	0
Townhouse / Attached Condo	1,216	1,600	384	0
Multi-Unit Apartment	7,597	7,447	-150	73
Mobile Home / Manufactured Housing	43	162	119	0
Other	5	0	-5	-
<b>Total</b>	<b>29,942</b>	<b>30,563</b>	<b>621</b>	<b>343</b>
Units Demolished				- 119
<b>Net (Total Permitted Units - Units Demolished)</b>				<b>224</b>

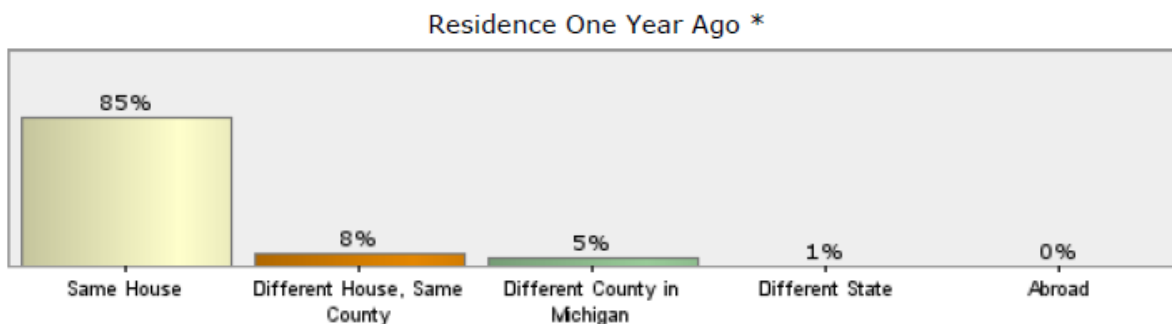
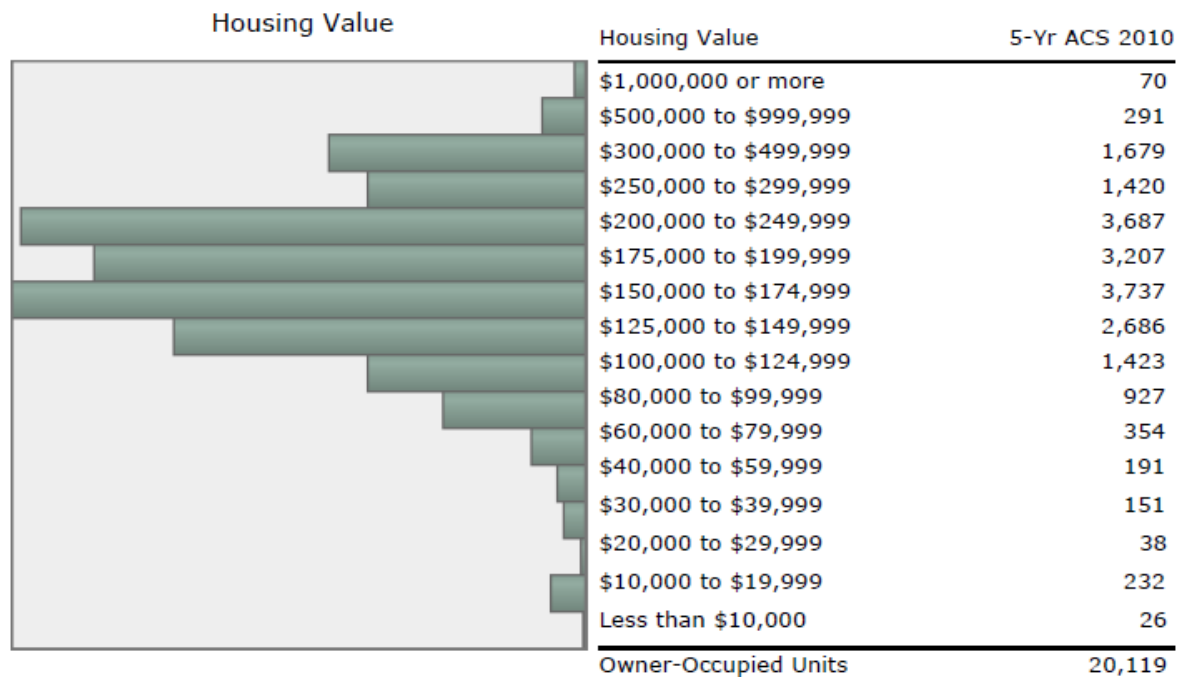
Housing Tenure	Census 2000	Census 2010	Change 2000-2010
Owner occupied	20,246	18,995	-1,251
Renter occupied	8,634	9,068	434
Vacant	1,062	2,144	1,082
Seasonal/migrant	202	126	-76
Other vacant units	860	2,018	1,158
<b>Total Housing Units</b>	<b>29,942</b>	<b>30,207</b>	<b>265</b>

Housing Tenure in 2010



Housing Value (in 2010 dollars)	5-Yr ACS 2010	Change 2000-2010	Percent Change 2000-2010
Median housing value	\$ 177,300	\$ -19,824	-10.1%
Median gross rent	\$ 792	\$ -51	-6.1%

## Supplemental Information – SEMCOG Community Profile



### Source Data

[SEMCOG - Detailed Data](#)

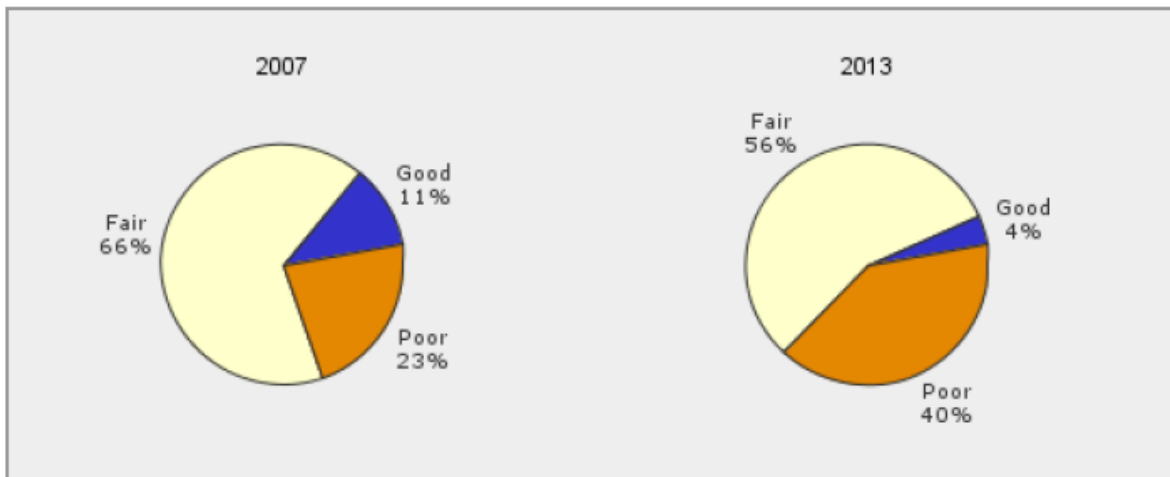
[U.S. Census Bureau - American FactFinder](#)

## Roads & Bridges

### Roads

Miles of public road (including boundary roads): 245

#### Pavement Condition (in Lane Miles)



Note: Poor pavements are generally in need of rehabilitation or full reconstruction to return to good condition. Fair pavements are in need of capital preventive maintenance to avoid deteriorating to the poor classification. Good pavements generally receive only routine maintenance, such as street sweeping and snow removal, until they deteriorate to the fair condition.

Bridge Status	2008		2009		2010		Percentage Point Chg 2008-2010
Open	23	100.0%	23	100.0%	42	100.0%	0.0%
Open with restrictions	0	-	0	-	0	-	0.0%
Closed*	0	-	0	-	0	-	0.0%
<b>Total bridges</b>	<b>23</b>	<b>100.0%</b>	<b>23</b>	<b>100.0%</b>	<b>42</b>	<b>100.0%</b>	<b>0.0%</b>

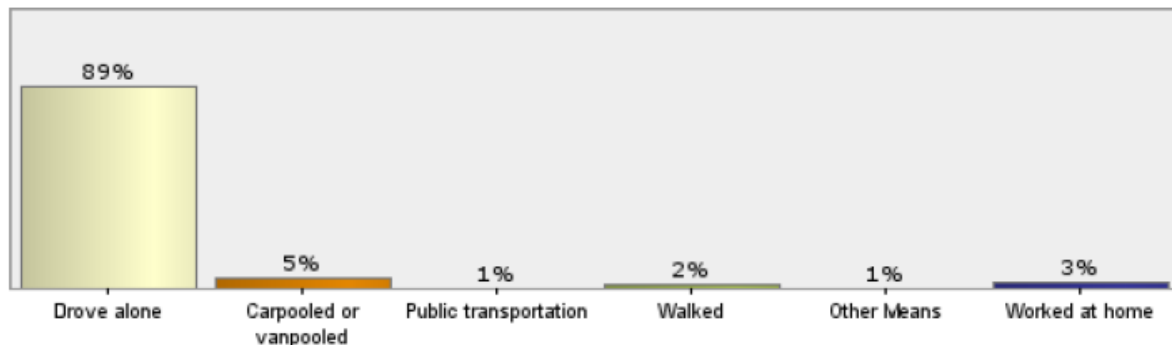
\* Bridges may be closed because of new construction or failed condition.

Deficient Bridges	2008		2009		2010		Percentage Point Chg 2008-2010
	7	30.4%	11	47.8%	12	28.6%	-1.9%

Note: A bridge is considered deficient if it is *structurally deficient* (in poor shape and unable to carry the load for which it was designed) or *functionally obsolete* (in good physical condition but unable to support current or future demands, for example, being too narrow to accommodate truck traffic).

## Travel

Transportation to Work, 2010 \*



\* Resident workers age 16 and over

Transportation to Work	Census 2000		5-Yr ACS 2010		Percentage Point Chg 2000-2010
Drove Alone	30,944	88.6%	29,047	88.6%	-0.0%
Carpooled or Vanpooled	1,821	5.2%	1,643	5.0%	-0.2%
Public Transportation	354	1.0%	207	0.6%	-0.4%
Walked	644	1.8%	641	2.0%	0.1%
Other Means	190	0.5%	238	0.7%	0.2%
Worked at Home	981	2.8%	1,025	3.1%	0.3%
Resident workers age 16 and over	34,934	100.0%	32,801	100.0%	0.0%

Mean Travel Time To Work	Census 2000	5-Yr ACS 2010	Change 2000-2010
For residents age 16 and over who worked outside the home	22.5 minutes	22.5 minutes	-0.0 minutes

## Transit

Public Transportation:

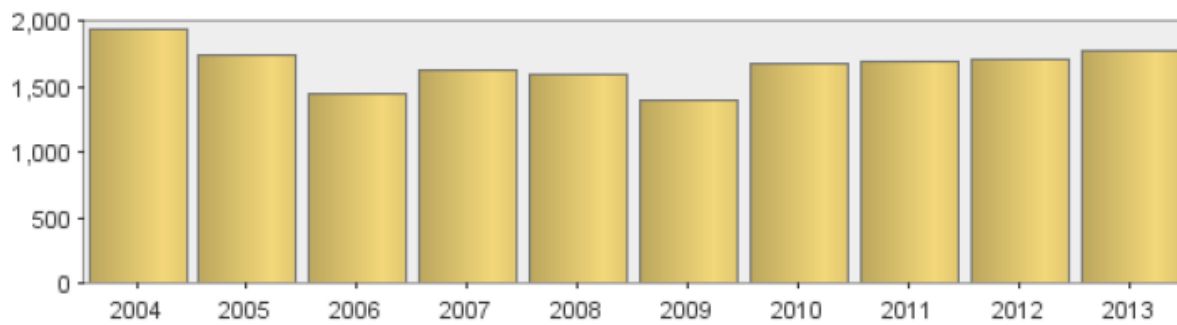
[Suburban Mobility Authority for Regional Transportation \(SMART\)](#)  
Royal Oak

Between Major Cities:

[AMTRAK](#)

## Safety

Crashes, 2004-2013



Source: Michigan Department of State Police, Criminal Justice Information Center, and SEMCOG.

↑ - Move cursor over chart to view crash counts

Crash Severity	2009	2010	2011	2012	2013	Percent of Crashes 2009-2013
Fatal	4	1	0	1	0	0.1%
Incapacitating Injury	21	20	17	16	21	1.2%
Other Injury	298	416	403	400	386	23.1%
Property Damage Only	1,080	1,239	1,269	1,293	1,365	75.7%
<b>Total Crashes</b>	<b>1,403</b>	<b>1,676</b>	<b>1,689</b>	<b>1,710</b>	<b>1,772</b>	<b>100.0%</b>

Crashes by Involvement	2009	2010	2011	2012	2013	Percent of Crashes 2009-2013
Red-light Running	55	59	65	77	56	3.8%
Lane Departure	149	144	148	125	143	8.6%
Alcohol	72	68	67	59	71	4.1%
Drugs	16	15	22	18	17	1.1%
Deer	0	5	1	3	1	0.1%
Train	0	0	0	0	0	0.0%
Commercial Truck/Bus	54	71	60	65	63	3.8%
School Bus	4	7	2	2	2	0.2%
Emergency Vehicle	10	6	13	10	9	0.6%
Motorcycle	13	13	13	17	10	0.8%
Intersection	580	610	614	608	566	36.1%
Work Zone	19	12	29	23	21	1.3%
Pedestrian	18	23	14	16	20	1.1%
Bicyclist	30	23	23	31	18	1.5%
Older Driver (65 and older)	215	286	293	282	290	16.6%
Young Driver (16 to 24)	215	286	293	282	290	16.6%



## Supplemental Information – SEMCOG Community Profile

Crash Type	2009	2010	2011	2012	2013	Percent of Crashes 2009-2013
Head-on	12	16	11	19	12	0.8%
Angle or Head-on/Left-turn	290	322	341	377	366	20.6%
Rear-end	655	805	808	845	839	47.9%
Sideswipe	197	266	269	247	305	15.6%
Single Vehicle	184	160	162	141	170	9.9%
Other or Unknown	65	107	98	81	80	5.2%
<b>Total Crashes</b>	<b>1,403</b>	<b>1,676</b>	<b>1,689</b>	<b>1,710</b>	<b>1,772</b>	<b>100.0%</b>

### High-Frequency Crash Intersections

Area Rank	County Rank	Region Rank	Intersection	Annual Avg 2009-2013
1	58	141	<a href="#">Woodward Ave @ 11 Mile Rd</a>	26.8
2	64	160	<a href="#">14 Mile Rd W @ Crooks Rd</a>	25.6
3	115	311	<a href="#">13 Mile Rd W @ 13 Mile Rd W</a>	20.2
4	123	341	<a href="#">Bermuda Mohawk/E I 696 Ramp @ E I 696</a>	19.6
5	178	501	<a href="#">12 Mile Rd W @ Woodward Ave</a>	16.6
6	205	577	<a href="#">11 Mile Rd E @ I 75 Service Drive</a>	15.2
7	213	608	<a href="#">13 Mile Rd W @ Coolidge Rd</a>	14.8
8	220	627	<a href="#">14 Mile Rd E @ Rochester Rd N</a>	14.6
9	227	645	<a href="#">13 Mile Rd W @ Woodward Ave</a>	14.4
10	244	706	<a href="#">12 Mile Rd W @ Stephenson Hwy</a>	13.8

Note: Intersections are ranked by the number of reported crashes, which does not take into account traffic volume. Crashes reported occurred within 150 feet of the intersection.

### High-Frequency Crash Segments

Area Rank	County Rank	Region Rank	Segment	From Road - To Road	Annual Avg 2009-2013
1	36	67	<a href="#">13 Mile Rd W</a>	Woodward Ave - Greenfield Rd	53.2
2	58	122	<a href="#">E I 696</a>	Campbell Rd S - E I 696/I 75 Ramp	45.6
3	76	164	<a href="#">E I 696</a>	Stephenson/10 Mile Turnaround - Bermuda Mohawk/E I 696 Ramp	41.8
4	114	258	<a href="#">Coolidge Rd</a>	Meijer Dr - Maple Rd E	35.0
5	223	567	<a href="#">E I 696</a>	S Chrysler/S Stephenson Ramp - E I 696/N I 75 Ramp	25.2
6	241	626	<a href="#">Woodward Ave</a>	Coolidge Hwy - N Woodward/12 Mile Turnaround	24.2
7	247	636	<a href="#">11 Mile Rd E</a>	Troy N - Campbell Rd N	24.0
8	266	674	<a href="#">N I 75</a>	11 Mile/N I 75 Ramp - Gardenia	23.2
9	293	743	<a href="#">S I 75</a>	11 Mile/S I 75 Ramp - 11 Mile Rd E	22.0
10	305	787	<a href="#">14 Mile Rd W</a>	Coolidge Rd - Woodward Ave	21.4

Note: Segments are ranked by the number of reported crashes, which does not take into account traffic volume.

## Source Data

[SEMCOG - Detailed Data](#)

[U.S. Census Bureau - American FactFinder](#)

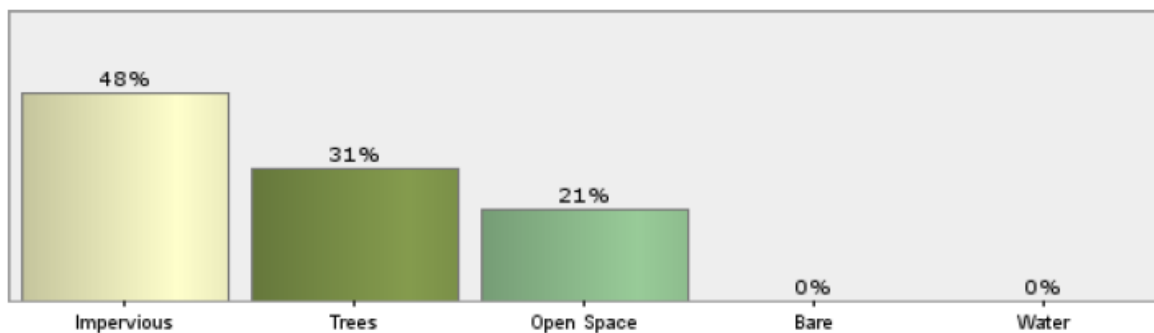
## Supplemental Information – SEMCOG Community Profile

SEMCOG 2008 Land Use	Acres	Percent
Agricultural	0	0.0%
Single-family residential	3,725	49.2%
Multiple-family residential	218	2.9%
Commercial	385	5.1%
Industrial	160	2.1%
Governmental/Institutional	549	7.3%
Park, recreation, and open space	584	7.7%
Airport	0	0.0%
Transportation, Communication, and Utility	1,938	25.6%
Water	5	0.1%
<b>Total Acres</b>	<b>7,563</b>	<b>100.0%</b>

Note: SEMCOG's 2008 Land Use data set represents land use only and not land cover. Due to this difference, change analysis using this data set and previous SEMCOG land use/land cover data sets is not possible. Noticeable differences in map appearance and classification acreage totals are the result of this land use data originating from digital parcel files assigned land use codes based on their assessed property class and the lack of any land cover data.

### Land Cover

SEMCOG Land Cover in 2010



Type		Acres	Percent
Impervious	(buildings, roads, driveways, parking lots)	3,621	47.8%
Trees	(woody vegetation, trees)	2,310	30.5%
Open Space	(agricultural fields, grasslands, turfgrass)	1,596	21.1%
Bare	(soil, aggregate piles, unplanted fields)	33	0.4%
Water	(rivers, lakes, drains, ponds)	9	0.1%
<b>Total Acres</b>		<b>7,569</b>	<b>100.0%</b>

Note: Land Cover was derived from [SEMCOG's 2010 Leaf off Imagery](#).

### Source Data

[SEMCOG - Detailed Data](#)